

**Bellanet Evaluation  
Review of Activities  
and Outcomes  
1997 – 2002**

**Final Report**

PREPARED FOR:



PREPARED BY:



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## EXECUTIVE SUMMARY OF EVALUATION FINDINGS AND RECOMMENDATIONS

The 2002/2003 Bellanet Evaluation of Activities and Outcomes provides an opportunity for Bellanet to reflect on its performance by assessing its overall effectiveness over the past five years. It also clearly demonstrates to Bellanet's donors the activities that it has been involved in and outcomes that it has influenced. In addition, it provides critical benchmark information and recommendations to guide Bellanet in improving the way it delivers services to better meet the needs of the development community in its next phase.

The evaluation found that Bellanet's partners were generally positive about its performance and agreed that Bellanet had influenced the development community through each of its service lines. It also identified a number of ways that Bellanet could improve its overall performance, such as by focusing its activities to have a significant impact on a few areas rather than less impact on many.

This section presents an overview of the observations and recommendations arising from the evaluation.

### STRENGTHS TO BUILD ON

Bellanet is a dynamic organisation that has grown over the last eight years to meet the evolving demands and needs of the development community. The following strengths were identified as areas to be built upon as Bellanet moves into its next phase:

- ⇒ Bellanet is valued as a neutral party with the ability to bring together different players in development.
- ⇒ Bellanet possesses a solid combination of knowledge and expertise in applying information and communication technologies (ICTs) within the unique development context to enable and promote more effective collaboration.
- ⇒ Bellanet is viewed as being open, flexible, and innovative – a small organisation that is willing and able to experiment and accommodate partners' unanticipated needs.
- ⇒ Bellanet is networked with northern donors but is also tapped into the needs of southern organisations and has an ability to bridge the gap between the Non-governmental Organisation (NGO) and donor communities.

### FINDING A NICHE

Bellanet's mandate is to assist development organisations in working together more effectively, especially using ICTs. This is a broad mandate and there are

many development players who have similar or complementary objectives. It is, therefore, critical for Bellanet to carve out a niche within this mandate.

Bellanet has successfully established a reputation as an expert in a number of areas, such as facilitating online dialogues and collaboration, nurturing communities of practice, and inspiring a culture of knowledge sharing. There was no consensus, among those consulted, on Bellanet's specific niche, but they did agree that all of its activities are important and that its service lines continue to be relevant.

Bellanet is a small and nimble organisation that seeks to meet the rapidly evolving needs of the development community, primarily through capacity building in key areas. In this regard, Bellanet should continually be "working itself out of a job".

**Recommendation:** Bellanet needs to continuously scan its environment to monitor and evaluate the evolving needs of the development community. Once capacity has been developed within its areas of work, Bellanet needs to find new activities or areas to move into. An example of this is Bellanet's effectiveness at developing international capacity in the area of knowledge management (KM). It is recommended that Bellanet continue to encourage the KM champions who emerge to look for opportunities to build this capacity in others. As well, Bellanet should leverage the successes it has experienced in KM capacity building in the North by focusing on the needs of southern organisations as it expands its regional presence in the South.

It is recommended that Bellanet take a proactive, strategic approach to the work that it pursues, rather than reacting to demands for contract services. This would require Bellanet to expand its funding base to invest in partnership activities and to obtain and seek out contracting opportunities that are consistent with its strategic directions.

## REFOCUSING ACTIVITY AND RESOURCES ON THE SOUTH

Bellanet has been effective in delivering services in the North and has begun to look for ways of refocusing its activities in the South, where there continues to be considerable demand and opportunity to have a significant impact.

**Recommendation:** Bellanet should continue to expand its regional presence in the South. In order to facilitate this shift, Bellanet should develop a regional expansion strategy so that it can identify the specific regions that it wants to target over the next five years, the resources (financial and human) required to support a regional expansion and a staggered implementation to support the financial realities of the organisation.

The majority of Bellanet's partners supports its shift to the South. Bellanet has been increasing its network with organisations in the South and has the potential to significantly impact this community by assessing regional needs and applying its ICT expertise. The challenge will be focusing on the areas where Bellanet will be providing a unique service and in finding ways to support the increased demand on human and financial resources in the initial stages of this devolution.

## LEVERAGING LIMITED RESOURCES

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Bellanet has been effective in most areas of its operations, however, there are a number of areas where it could improve to better meet the needs of its partners and donors.

Bellanet has been operating as efficiently as possible within its current resources. However, it might have been over ambitious in its commitments given its financial and human resources capacity. While Bellanet was commended for attempting to respond to the ongoing demand and needs of the development community, it was viewed as falling just below client expectations in some areas of its operation.

**Recommendation:** Bellanet has three options to improve its effectiveness to better meet the needs and expectations of the development community:

1. Expand current funding base;
2. Narrow the focus of partners that Bellanet will work and collaborate with; and/or
3. Prioritise activities to leverage and direct all available funds to those key areas that will have the most impact in achieving Bellanet's mission and strategic directions.

While Bellanet should continue to look for opportunities to expand its funding base and leverage partnerships, it will also need to focus its activities. The following recommendations suggest areas for Bellanet to move away from versus those that it should pursue.

## IMPLEMENTING SUPPORTING ACTIVITIES

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### GENDER

While gender has not been a formal initiative within Bellanet's programme lines and activities, the evaluation indicates that gender issues and considerations have been included in most, if not all, of Bellanet's initiatives and activities where appropriate.

A number of recommendations were provided for Bellanet to formalise a gender component in its activities, should it decide to move in this direction. Some suggestions for integrating gender into Bellanet's services and approach in the future included:

- ⇒ Engaging a gender expert;
- ⇒ Being more proactive in the assessment of gender perspectives/needs assessment at the early stages of project development/implementation;
- ⇒ Developing/adopting a Gender Equity policy;
- ⇒ Designing programmes for women development workers;
- ⇒ Providing opportunities for male/female job rotations;
- ⇒ Developing gender-focused distance training on IT use and applications;
- ⇒ Promoting more ICT for development activities specifically targeted at women and girls; and

- ⇒ Researching the gender bias/gender neutrality of communities of practice – in order to find ways to make them more open to marginalised stakeholders (including women, but also other groups).

**Recommendation:** Bellanet should engage a gender specialist to assist them to determine the most appropriate means for integrating a gender component in its services.

### MONITORING AND EVALUATION

This evaluation identified a number of areas where Bellanet is currently excelling and other areas where it could improve. These findings will serve as a baseline for Bellanet's future evaluation activities. It is important that Bellanet continue to monitor and assess its activities and solicit feedback from partners on a continual basis in order to learn, improve, and expand its impact.

### Recommendations:

#### 1. Establish Client Service Standards

Bellanet would benefit from developing basic client service standards to help it better understand and manage client expectations. These service standards could include: response time to Internet inquiries, turnaround time in responding to technical problems associated with Bellanet services; professional standards for how partners and clients will be treated, etc.

#### 2. Implement Client/Partner Feedback Mechanisms

Bellanet should find opportunities across each of its programme lines and activities to solicit feedback from clients regarding services and information that Bellanet is providing. These mechanisms could include: a web-based survey to collect feedback on the usefulness of Bellanet's website, soliciting feedback when new services or materials are developed to assess how practical and user friendly they are, ongoing feedback mechanisms within communities of practice to assess their direction and areas for improvement, etc.

#### 3. Formalise Business Practices

##### Formalising Partnership Arrangements:

It is recommended that Bellanet implement a basic, but standardised, approach to engaging with partners on various initiatives. This might be accomplished by developing terms of reference, role agreements or memorandum of understanding among all partners in order to establish shared expectations and define individual roles and responsibilities. This would help to manage expectations of Bellanet's role within each initiative. In addition, establishing client or partner service standards would help to manage expectations and maintain performance in areas such as responsiveness and quality among all partners involved.

#### 4. Introduce Improved Project and Financial Management Practices

Bellanet would benefit from developing new methods for effectively allocating funding/resources, overhead, and direct and indirect expenses to all of Bellanet's activities, including business development, professional development,

administration, travel, etc. This would help Bellanet develop indicators on the true cost of doing business and an accurate reflection of the costs associated with each of its activities. Bellanet may wish to investigate systems to better track time allocation and resource expenditures.

Gathering this information would allow Bellanet and its donors to evaluate where Bellanet is having the most impact based on the financial and human resources invested and where resources may be more effectively allocated to achieve Bellanet's mission.

## **POTENTIAL AREAS FOR BELLANET TO FOCUS ON IN THE FUTURE**

### **SHARING LESSONS LEARNED AND BEST PRACTICES**

Bellanet would have a greater impact on the development community if it focused on harvesting the information and experiences that emerge from its various activities and initiatives. In particular, knowledge is being created within a number of the communities of practice that Bellanet supports and there is widespread demand for this knowledge to be harnessed and disseminated. This could involve sharing highlights from mailing list discussions to developing best practices documents or training materials based on recent developments in its service lines.

The Knowledge Management for Development (KM4Dev) community of practice, for example, is very active and members are, at times, overwhelmed by the amount of information being shared – this represents an opportunity for Bellanet to capture this information and share it in a manageable way that summarises the discussions and highlights lessons learned and recent developments as the community evolves. This could also become an effective orientation tool for new members so that they could easily access, and be informed of, the outcomes of previous discussions and conclusions.

### **ACTIVE FACILITATION**

Bellanet is viewed as an expert in facilitation and it could be better leveraging this expertise to more actively guide some of the key initiatives that are critical to supporting its strategic directions. Active facilitation requires a significant investment of time and energy and, therefore, Bellanet will need to be selective in deciding which areas it chooses to support in this way. However, there is widespread support among those consulted for this evaluation for Bellanet to take on a more active facilitation role. With this being said, it will be critical for Bellanet to maintain its neutral status. Therefore, Bellanet will need to consider each initiative to assess the role and needs of partners and participants to determine where it can provide the most value-added.

### **LEADERSHIP**

Some of the initiatives that Bellanet has been involved with have lost their momentum and could benefit from an organisation taking the lead to ensure continued momentum. Bellanet will need to be strategic in determining which initiatives require it to assume a neutral role versus those that would benefit from Bellanet assuming a stronger leadership role.

Dgroups is an example where Bellanet's role could evolve from providing a significant amount of technical support to taking on more of a leadership role in



the partnership and providing overall direction to the initiative. Bellanet could also shift its focus to more strategic advice and support to organisations who might apply Dgroups to meet their collaborative needs.

As well, if Bellanet re-establishes the IDML community of practice, it will require active leadership to regain the momentum it once had. Bellanet could either assume the leadership role or continue to promote open standards within the development community and engage another organisation who is willing and able to lead the IDML community.

The ItrainOnline initiative is another example where Bellanet's value-added was more so in the initial stages of the partnership and, therefore, Bellanet could scale back its involvement and allow another organisation to take the lead.

## **POTENTIAL AREAS TO MOVE AWAY FROM OR REFOCUS**

This evaluation has identified a number of potential areas where Bellanet may want to consider reducing its involvement or scaling back its resource and partnership commitments. These areas are as follows:

### **SOFTWARE DEVELOPMENT AND ISP SERVICES**

The evaluation highlights the perception that there are a number of private and not-for-profit organisations that could provide the strictly technical aspect of some of Bellanet's services, such as the Dgroups platform/interface development and maintenance, open source coding, hosting mailing lists, etc. It was also suggested that in a number of areas in the South, there is technical capacity that could be leveraged to provide these services. Bellanet will need to strike a balance between maintaining its technical expertise while being strategic in its involvement with technology development. As Bellanet develops and implements its regional expansion strategy, it will need to examine each region to assess the level of its ICT and technical capacity to deliver these services.

It is clear that one of Bellanet's key strengths is to approach the needs of the development community at a strategic level with a solid understanding of how ICTs can help improve development capacity.

### **ICT TRAINING**

Throughout the evaluation it was suggested that there are many different players who deliver ICT training in development. While training should not be abandoned, it is recommended that Bellanet focus all future training and capacity building initiatives on its niche programming areas (e.g. open standards).

### **ITRAINONLINE**

Bellanet's role was considered, by those consulted, to be more critical at the outset of this initiative in bringing partners together and contributing its experience with Itrain. Bellanet would benefit from reassessing its role in this initiative to determine whether it should reduce its role as a partner but continue to be involved or completely eliminate its activities within this initiative and invest its time and resources in more strategic areas.

### **KM4Dev**

Bellanet has made considerable progress in building capacity in the North and it is recommended that it focus its time, energy and resources on building similar

capacities in the South. This recommendation is supported by the findings of this evaluation.

Please find below Bellanet's response to the evaluation findings.

## BELLANET'S RESPONSE TO THE EVALUATION FINDINGS

In January 2003, Bellanet undertook a preliminary strategic planning session to begin to map out its future directions, with the intent of using the evaluation findings to update and revise this draft strategic plan. TGN presented the evaluation findings and related recommendations to Bellanet staff at the Evaluation Review and Planning Session in April 2003. During this session, Bellanet staff discussed the findings and their implications on how it could continue to meet the needs of its partners and the larger development community.

This section highlights Bellanet's proposed strategic direction for April 2004-2009, as discussed in the session, along with the actions it plans to take to incorporate the findings of this evaluation to improve its effectiveness as it moves into its third phase of operation. These priorities and directions have been further refined by Bellanet in its Final Phase 3 proposal.

### BELLANET'S PROPOSED STRATEGIC DIRECTION APRIL 2004 – 2009

1. Shift to the South – strengthen south-south collaboration, tools and presence;
2. Special focus on exploring open development – as part of an integrated set of program lines; and
3. Options for Devolution – Manage and coordinate the shift to a networked, decentralised organisation with regional presences in the South.

#### POTENTIAL MILESTONES

- ⇒ Year 1: Consolidate 3 regional offices;
- ⇒ Year 2: Strengthen capacity in the regions;
- ⇒ Year 3: Transfer capacity from Ottawa;
- ⇒ Year 4: Consolidate networked organisation; and
- ⇒ Year 5: Conclude devolution and launch Phase 4.

### LESSONS FROM EVALUATION FINDINGS

Bellanet views itself as having accomplished a great deal over the last eight years with limited resources and a small, but dedicated, team. Bellanet feels, and the evaluation confirms, that it has been effective in most areas of its operations; however, it also recognises that it could improve by expanding its resource base and prioritising its activities to best support its strategic directions.

#### CHALLENGES IDENTIFIED BY BELLANET

Being more selective and proactive in setting priorities:

- ⇒ While Bellanet will continue to try to do more with less, it recognises the need to leverage funding and partnerships and/or focus its energies and resources on the areas and activities that will have the greatest impact

- ⇒ Bellanet is aware of the need to more actively facilitate dialogues and share knowledge, which requires significant time and energy.
- ⇒ Bellanet will continue to balance the use of ICTs with the human component.

Shifting focus to South:

- ⇒ Bellanet's devolution to the South will require increased resources in the initial stages with the long-term vision of reducing Bellanet's workload.
- ⇒ Bellanet will need to build and support the technical capacity of organisations in the South.

## **ACTIONS FOR INTEGRATING FINDINGS**

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### **INTRODUCTION**

As Bellanet moves forward, it will consider the impact of narrowing its target population and reducing the number of activities it undertakes in order to leverage funding and more effectively deliver services.

In light of the evaluation findings and recommendations, Bellanet has decided to make several changes to its strategic direction. These changes were decided upon in order to respond to evaluation feedback and recommendations and to improve Bellanet's ability to deliver services more effectively to its partners as well as the larger development community.

### **CULTIVATE STRENGTHS**

The evaluation identified Bellanet's key strengths as its:

- ⇒ Neutral reputation;
- ⇒ Focus on collaboration;
- ⇒ Ability to build and facilitate partnerships;
- ⇒ Ability to work at a strategic level while building on its ICT expertise; and
- ⇒ Flexibility and willingness to adapt to the evolving needs of the development community.

Bellanet will, therefore, continue to promote and build upon these strengths as it moves forward.

### **FOCUS ACTIVITIES**

As Bellanet shifts its focus to the South, it will focus its programming on:

- ⇒ Strengthening its Open Development (OpenDev) service line as an exploration of the impact that it can have on the development community; and
- ⇒ Making Online Communities and Knowledge Sharing its core programming areas.

Bellanet feels it can incorporate the findings of this evaluation to improve its activities in these areas to have a greater impact.

Bellanet recognises that the initial stages of establishing a regional presence in the South will require considerable effort and resources. It is, therefore,

receiving advice and support from its donors and will consider engaging other partners to help ease this transition. It will also look at the need to stagger its regional presence expansion to avoid unnecessary financial and workload strains.

In order to successfully implement this devolution to the South and play a more active role in its core programming areas, Bellanet will need to scale back on some of its activities. The following is a preliminary list of the potential areas where Bellanet can reduce its commitments and activities:

- 1) **Small Contracts**  
Due to the administrative costs associated with small contracts, Bellanet will not pursue contract engagements that are under \$25,000 unless they have strategic value or are in-line with Bellanet's work in the South. This will allow Bellanet to be more strategic in the work that it pursues and to have a greater impact through its larger-scale contract engagements.
- 2) **Software and ISP-related Contracts**  
Bellanet will not pursue projects where its only value-added is in the technical work, such as building websites that might be outside of its core programming areas. Bellanet will no longer provide coding or system development services, but will look for partners with the capacity to deliver services in these areas. Bellanet will continue to focus on ensuring proper system and user specifications are identified and oversee the management side of software development to ensure that it maintains its technical expertise.
- 3) **Training as a Service Line**  
After much discussion of the evaluation findings and perceptions of Bellanet staff, Bellanet recognised that its approach to training is more of a cross-cutting activity or service that supports and enables its other programming areas. If Bellanet is to eliminate its training programme line, it will need to assess how training-related activities will be refocused. Bellanet plans to take a targeted, strategic approach that involves focusing the development of its training materials and delivery of train-the-trainer activities on its core programming areas.  
  
Bellanet will re-examine its involvement with ItrainOnline to determine where its value-added exists and to consider whether it should refocus its training activity on developing Itrain materials related to its core programming areas, which would be shared with ItrainOnline.
- 4) **Disjointed Initiatives**  
Bellanet recognises that it has a number of initiatives that it has been involved with which may no longer be aligned with its current strategic direction. While these initiatives are generally very small, when added together, they take up time that could be better distributed elsewhere. Bellanet will, therefore, assess these initiatives to determine whether or not they are in line with its strategic direction. If they are not, Bellanet will actively disengage with appropriate communications explaining its rationale and, where appropriate, look for other partners who will continue to move forward with the initiative or activity, with Bellanet providing transition-related guidance and advice.

### **STRENGTHEN APPROACH**

The evaluation findings identified a number of areas that could help Bellanet to improve its effectiveness in its next phase of operation. Bellanet has decided to implement the following changes to its approach to service delivery and working with partners to better meet their needs.

#### **1. Proactive Facilitation and Knowledge Harvesting and Dissemination**

By scaling back on some of its activities, Bellanet will have more time to harvest and share the experiences and lessons learned that emerge from its core programming activities. It will also determine whether it should play a more active role in facilitating the partnerships or initiatives in its core programming areas, such as Dgroups or IDML.

#### **2. Partner Service Standards and Feedback Mechanisms**

This evaluation provided an opportunity to solicit feedback from Bellanet's partners; however, Bellanet recognises the value of gathering feedback on an ongoing basis and the need to build feedback mechanisms into its ongoing business practices.

In order to set service standards at the outset, Bellanet will implement a standard role agreement in its partnerships in order to clarify the roles of each partner and what is expected in terms of responsibilities and the estimated timelines for milestones. This will allow Bellanet to better manage its partners' expectations and set service standards.

Bellanet will also integrate ongoing client/partner feedback mechanisms to ensure that it is meeting partners' expectations and to learn and improve throughout the life of the partnership or initiative. Bellanet will need to assess its key programme areas and activities to identify where it can begin to introduce paper-based or electronic forms of feedback mechanisms.

#### **3. Resource Allocation**

In attempting to determine where to focus its activities, Bellanet has learned that it would benefit from better tracking of its resource and time allocation to its activities and programming areas. While many of Bellanet's activities overlap, (making strict time tracking a challenging task) Bellanet will define a list of core activities that cuts across its programming areas to track for a pre-set period of time to explore where time is being spent and whether or not it should be reallocated to different activities.

#### **4. Monitoring and Evaluation**

Bellanet has taken away considerable lessons from this evaluation and plans to implement ongoing monitoring and assessment mechanisms, as well as periodic external evaluations in the future. As a starting point, Bellanet has a meeting scheduled for early June 2003 to establish performance measurements and indicators for the LAC Regional Presence. A 'Monitoring and Assessment Strategy' will also be developed during the Annual Bellanet Retreat scheduled for early September 2003. One mechanism that Bellanet will pursue on a quarterly basis is

the “stop, start, continue” exercise which was initiated in the April 2003 Evaluation Review and Planning Session. This exercise will enable Bellanet to:

- ⇒ Actively assess where it is allocating its time and resources;
- ⇒ Determine whether it should be stopping initiatives that are no longer supporting its strategic direction or are taking up too much time;
- ⇒ Identify activities that Bellanet should be starting in order to improve its effectiveness or better meet its partners’ needs; and
- ⇒ Pinpoint areas that are working well and should be continued into the next quarter.

#### 5. Gender

Bellanet will engage a gender expert to guide it through a session focused on integrating gender in its core programming areas.

#### 6. Effective Communication

Bellanet recognises that effective communication is critical to:

- ⇒ Managing partner expectations;
- ⇒ The success of partnerships and initiatives;
- ⇒ Ensuring shared understanding of Bellanet’s role in its initiatives;
- ⇒ Establishing new partnerships;
- ⇒ Expanding its network and funding base; and
- ⇒ Promoting its services and having the greatest impact within the development community.

Bellanet will develop a strategic communications plan to enable it to communicate its new strategic direction, the rationale for changes from its former service lines and direction, and to clarify its role in its initiatives.

The evaluation findings that informed Bellanet’s revised strategic direction are presented below.

## EVALUATION OVERVIEW

### ORGANISATION AND HISTORICAL BACKGROUND

Bellanet was created in 1995, as an International Secretariat housed IDRC, by a consortium of international agencies that recognised the need for better coordination and collaboration within the development community. Today, Bellanet is governed by a steering committee representing its five core funding donors: IDRC, the Canadian International Development Agency (CIDA), the Danish International Development Assistance (Danida), the Swedish International Development Cooperation Agency (Sida) and the Swiss Agency for Development and Cooperation (SDC).

During its pilot phase (1995-2000), Bellanet provided advice, technical assistance and capacity building in the use of Information and Communications Technologies (ICTs) for development collaboration among multi-stakeholder partnerships of interest to, and/or involvement with, donors. Bellanet learned that people and processes, not technology, were the key to successful collaboration and the effective use of ICTs within the development context. From Bellanet's early beginnings, it learned that technologies should be simple, accessible, and based on open technical standards.

In 1997, mid-way through its pilot phase, Bellanet conducted an internal evaluation of its programs and activities. Given that the original focus of Bellanet was to improve collaboration and capacity of its donors, a great deal of the evaluation recommendations focused on improving impact and effect on donors.

In 1999, Bellanet's activities were assessed as part of a broader review of IDRC's Secretariat Modality. Bellanet made a commitment to raise awareness of its services and activities and to promote its role as an expert in ICT-based collaborative support within the development context.

As Bellanet moved into its second phase (2000-2004), awareness among development partners about ICTs and their application was increasing. Bellanet made strategic decisions to focus more energy on the dynamics of collaborative processes, learning and knowledge sharing, and a move toward increased direct engagement with southern partners. Successful initiatives in training for development, workspace collaboration, open standards, and knowledge management have attracted strategic partners.

Bellanet has evolved significantly even since its 1997 evaluation and, therefore, decided that in 2002-2003, it would undertake an external evaluation to reflect on the past five years, to assess its performance, and to map its directions for the future.

### 2002-2003 BELLANET EVALUATION OF ACTIVITIES AND OUTCOMES

#### PURPOSE

The purpose of the 2002-2003 Bellanet Evaluation of Activities and Outcomes is to support ongoing organisational learning by using and applying the evaluation



results to improve Bellanet's effectiveness and decision-making capacity and to demonstrate accountability to Bellanet donors.

### **EVALUATION OBJECTIVES**

The evaluation sought to achieve three primary objectives:

- ⇒ To assess Bellanet's overall influence on donor and development partner organisations;
- ⇒ To assess the effectiveness, efficiency, relevance and outcomes from Bellanet's activities; and
- ⇒ To acquire information that will help improve Bellanet's performance and relevance to donors, stakeholders and clients.

### **EVALUATION APPROACH**

The evaluation was designed to assess Bellanet on a strategic level and, therefore, to focus on the broader outcomes of Bellanet's activities, rather than outputs from specific projects. Given the interdependency among Bellanet's partners, this evaluation did not attempt to assess the broader impact or cause and effect relationships between Bellanet's activities and desired outcomes. Instead, it assessed whether or not Bellanet had a role in influencing these outcomes.

### **SCOPE AND FOCUS**

A number of questions that fall into five broad assessment areas provided the framework for the evaluation:

- ⇒ Effectiveness: How well is Bellanet performing in achieving its mission? Are Bellanet's partnerships achieving their goals? What results has Bellanet helped to achieve? Are partners satisfied with Bellanet's performance?
- ⇒ Efficiency: How well is Bellanet using its resources?
- ⇒ Outcomes: What have been the overall results and outcomes of Bellanet's activities and programs?
- ⇒ Relevance: How well is Bellanet's mission serving the purposes of its partners and stakeholders? Is Bellanet offering a unique service?
- ⇒ Future Directions: Where should Bellanet be focusing its energies in the future? Are there areas where Bellanet could improve the services that it delivers?

## METHODOLOGY

### THE EVALUATION PROCESS

#### Governance and Direction

The Governance Network (TGN) was hired by Bellanet to undertake this external evaluation. An Evaluation Advisory Committee (EAC) was created to oversee the evaluation and included members of the Bellanet International Steering Committee (BISC) or representatives from their organisations. This provided Bellanet's donors with an opportunity to be actively involved in the process and provide ongoing feedback. TGN presented Bellanet and the EAC with a summary of the preliminary findings of the evaluation in order to keep them informed of the evaluation's progress and to solicit their feedback on areas where clarification or further information was required.

#### Documentation Review and Pre-Evaluation Donor Consultations

TGN initiated the evaluation process by reviewing and building on findings from previous evaluations and any relevant corporate documentation. TGN then undertook pre-evaluation consultations with Bellanet's donors in order to obtain their feedback on the direction of the evaluation and to ensure that the evaluators had a clear understanding of the donor's expectations and accountability requirements (please see Appendix A for the Pre-Evaluation Donor Consultations Protocol). The donor consultations also revealed that donors had a great interest in investigating Bellanet's influence with respect to its non-donor partners.

Following the documentation review and donor consultations, TGN designed and facilitated a one-day planning session with Bellanet staff. In this session, Bellanet staff were asked to review feedback from the donors and to provide information that would help frame the evaluation. This exercise provided TGN with valuable feedback relating to:

- ⇒ The objectives Bellanet had been trying to achieve over the five-year period;
- ⇒ The partners Bellanet was trying to work with and influence;
- ⇒ The desired outcomes it was attempting to influence; and
- ⇒ The performance indicators that could measure Bellanet's performance in key areas.

#### Framing the Evaluation

Based on the information collected in the Documentation Review, Pre-Evaluation Consultations, and planning session described above, TGN developed an evaluation framework that outlined the process of the evaluation, including a participant selection strategy for the key informant and case study interviews. TGN then worked with Bellanet staff to develop a communications strategy and materials to inform those individuals, selected to participate in the evaluation, about the initiative and the importance of their voluntary participation.

#### Multiple Lines of Evidence

This evaluation benefited from wide stakeholder consultations in order to tap into various perspectives and relationships and to provide multiple lines of evidence to support the evaluation findings (please see Appendices B, C and D for the Donor, Key Informant, and Case Study interview protocols).

The methods of data collection included:

- ⇒ A web/email-based survey;
- ⇒ Key informant interviews with partners and clients; and
- ⇒ Case studies of five key initiatives that represented a significant proportion of Bellanet's activities.

Bellanet's areas of work (service lines), listed below, provided a means of categorising the work that Bellanet does in support of its mission:

- ⇒ Access and Training;
- ⇒ Dialogues;
- ⇒ Open Development; and
- ⇒ Learning and Knowledge Management.

It was recognised that these four service lines had not been in place since Bellanet's inception and could possibly change in the future. Therefore they were used only to select participants to ensure each area of work was discussed and to frame whether these services were considered relevant to the development community. They were also used as a baseline to select the case studies, with one being selected from each service line, with the exception of two case studies being selected within Learning and Knowledge Management.

### **The Survey**

The web/email-based survey was distributed to approximately 2,460 individuals around the world who had some form of interaction with Bellanet. Participants were given the opportunity to complete the survey online or offline for those with minimal or low quality access to the Internet. It was recognised that the vast majority of individuals on the list had not been actively involved with Bellanet or its services. But rather, many of those in the broader population were viewed as being subscribed to various listservs. As such, Bellanet predicted that approximately 200 individuals from this list had been directly and actively involved in Bellanet's activities and therefore this would be a more appropriate target population for the survey. In the end, the evaluation received 104 responses (89 English and 15 French responses), which represented a response rate of approximately 50%.

The survey was designed to tap into the interactions that partners have had with Bellanet over the past five years, providing an opportunity to comment on Bellanet's overall effectiveness and areas for improvement in the future (please see Appendices E and F for the English and French Surveys and Appendix G for the survey frequencies).

### **Key Informant Interviews**

Seventeen key informant interviews were conducted through a random sampling of a cross-section of Bellanet's partner groups and individuals involved in Bellanet's four service lines. Key partner groups were identified as follows:

- ⇒ Strategic Partners (e.g. key stakeholders that participate and influence Bellanet activities, such as core donors, southern presence partners and joint venture partners);
- ⇒ Southern Clients and other Beneficiaries (e.g. participants in training workshops and activities, users of online services or training materials, and

- other organisations that directly use or benefit from Bellanet activities and services); and
- ⇒ Northern Clients and other Donors (e.g. organisations and donors who contract services from Bellanet).

Key informants were selected based on their degree of involvement with Bellanet and their ability to provide feedback on Bellanet's activities at a strategic level. The rationale for choosing informants who, for the most part, had worked closely with Bellanet was to leverage the limited number of key informant interviews by focusing in on those who could provide the most in-depth information and insight into the overall impact and influence of Bellanet's activities.

The key informant interviews focused on providing further depth to the survey findings and delved deeper into the high level outcomes that Bellanet was aiming to achieve. This line of evidence was also designed to provide insight into the relevance of Bellanet's activities and potential future directions.

During the key informant interviews, participants were asked to describe specific situations or examples that could demonstrate evidence that identified where outcomes had been achieved and to provide examples to support assertions and conclusions. Every effort was made to minimise subjective opinion-based statements and responses. Given the nature of Bellanet's work, this evaluation did not attempt to determine cause and effect relationships between Bellanet's activities and desired outcomes, but rather whether or not Bellanet has had a role in influencing broader outcomes.

**Please note that information obtained through the key informant interviews was also used to support and develop the case studies.**

### Case Studies

The case studies documented and assessed Bellanet's project activities and results in order to provide an in-depth and "real life" picture of Bellanet's activities and the overall outcomes and influences of these activities.

Five case studies were selected to highlight specific projects under each of Bellanet's four service lines. Given the confusion that was noted among Bellanet's donors in relation to the Learning and Knowledge Management (KM) service line, two projects (KM4Dev and LEAP) were selected from this service line.

The case studies provided a unique glimpse into the actual work that Bellanet undertakes, how the projects have evolved, the outcomes that are perceived to have occurred, the challenges that are faced within each particular project, and the lessons learned from partners' involvement in these activities.

In total, 22 people were interviewed for the five case studies, including one interview with Bellanet representatives for each case study.

**Please note that information obtained from the case study interviewees was also used to support and develop overall evaluation findings and therefore, individual comments and feedback have been incorporated throughout the report.**

## SURVEY SNAPSHOT

### TOTAL RESPONDENTS: 104

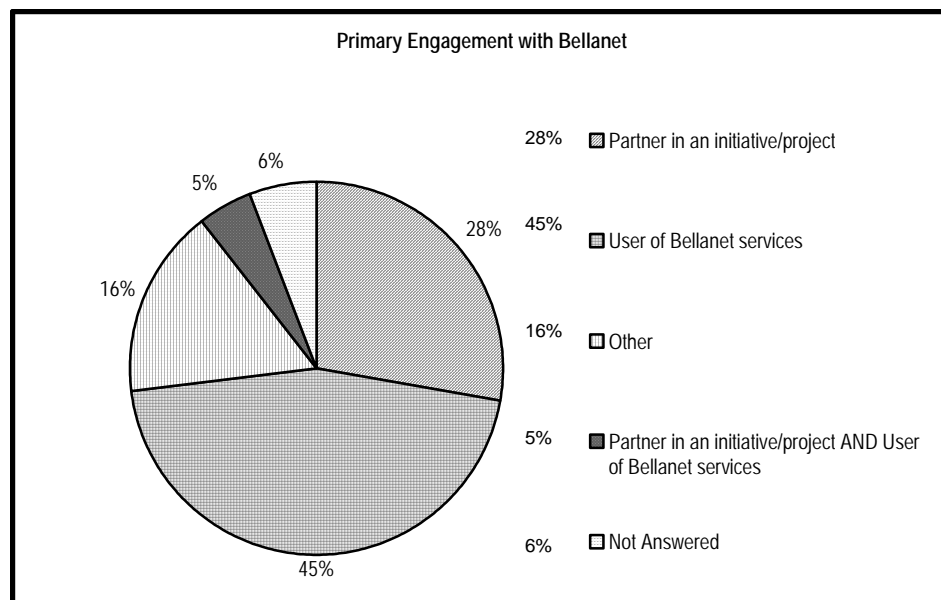
- ✓ MALE: 64%
- ✓ FEMALE: 34%
- ✓ UNIDENTIFIED: 2%

### REGION:

- ✓ NORTHERN (NORTH AMERICA AND EUROPE): 53%
- ✓ SOUTHERN (AFRICA, SOUTH AMERICA, CENTRAL AMERICA, CARIBBEAN, ASIA, OCEANIA): 45%
- ✓ UNIDENTIFIED: 2%
- ✓ PLEASE SEE APPENDICES H AND I FOR A GENDER AND REGION BREAKDOWN.

## PROFILE OF EVALUATION PARTICIPANTS

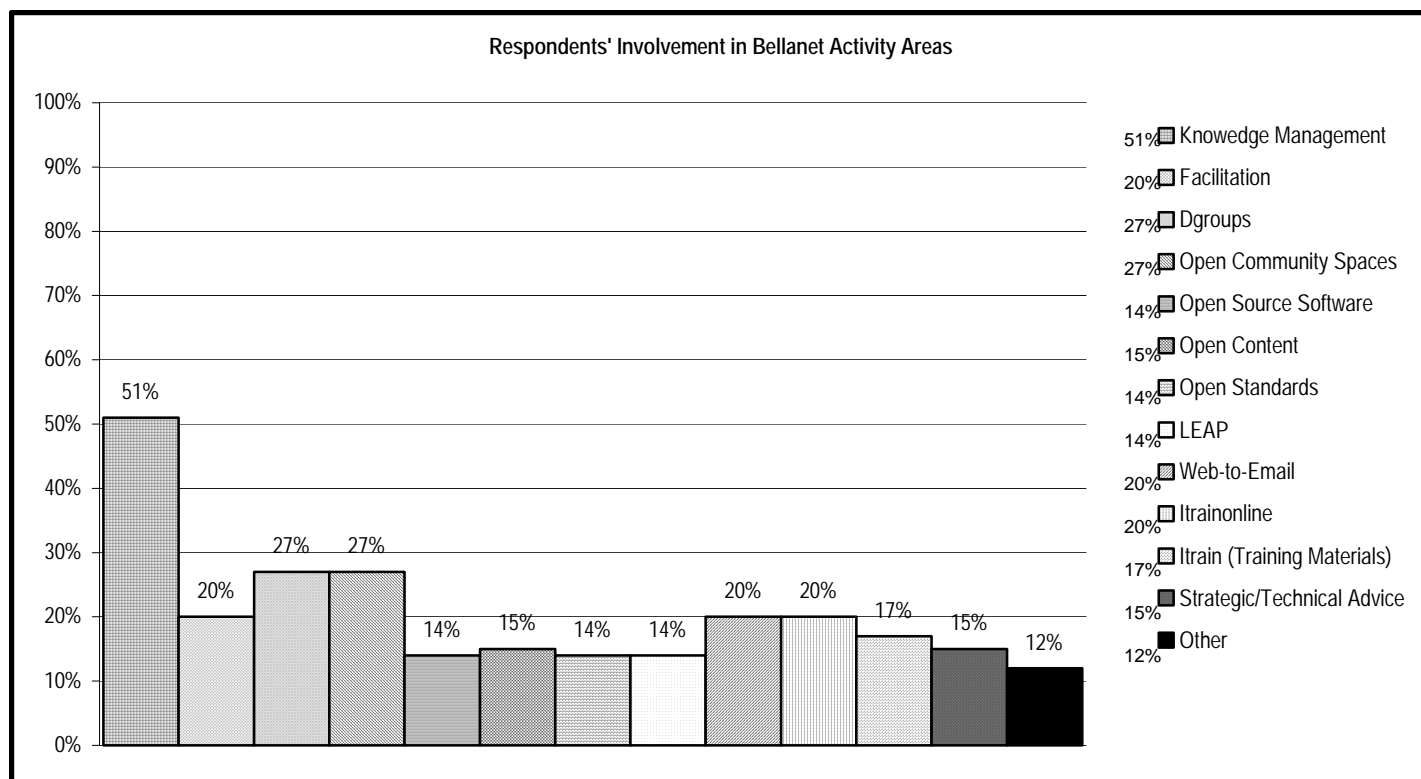
### Survey Respondents



Bellanet views the individuals or organisations that it works with, and through, as partners. It believes that, for each partner, the interaction is an opportunity to collaborate and learn from others working in similar areas. However, it was recognised that Bellanet has different relationships with each of its partners.

When survey respondents were asked how they would define their “primary engagement with Bellanet”, 45% of the 104, classified themselves as users of Bellanet services and 28% identified themselves as partners in an initiative/project. A further 16% of respondents did not consider themselves a user or a partner, but rather listed one of the following to describe their relationship:

- ⇒ Funder;
- ⇒ Former worker with Bellanet;
- ⇒ Client gaining strategic consulting advice;
- ⇒ Learning partner;
- ⇒ Possible future partner;
- ⇒ Resource network;
- ⇒ Subscriber to listserv;
- ⇒ Making services available to the Malawi development community; and
- ⇒ Consultant.



Approximately 50% of survey respondents were involved with the Knowledge Management (KM) service line, followed by 27% for Dgroups and Open Community Spaces and 20% through facilitation. It is important to take these findings into consideration when interpreting the survey results, as the survey respondents will have been most familiar with these four activities. Fewest respondents (15.5%) reported participation in Open Standards or Open Source Software.

The 12% of respondents who specified involvement in "Other" activities listed some of the following activities: creating a community of practice, developing a strategic plan, international and national grant writing, and writing a Bellanet concept paper.

When survey respondents were asked how they were primarily introduced to Bellanet, the majority of respondents indicated that it was through the distribution of Bellanet publications and documents and the second-most common means of introduction was through the attendance of a conference or workshop.

### Key Informants and Case Study Interviewees

Findings are based on interviews with 17 key informants who were selected to provide general feedback about Bellanet and 22 case study interviewees (including 5 interviews with Bellanet representatives) who were selected to inform the case studies. Informants and interviewees reported word-of-mouth, workshop participation, and affiliation with IDRC as common means of being introduced to Bellanet.

Twelve, or almost 75% of the key informants had been involved with Bellanet through more than one service line and could therefore provide more general information around its effectiveness across the service lines. Most key informants provided feedback on KM or Knowledge Management for Development (KM4Dev), Open Standards, or Dgroups/Dialogues. Fewer informants had direct experience with ItrainOnline, ICT training or the Learning and Evaluation Action Plan (LEAP).

In order to most accurately present the findings based on information obtained through the key informant and case study interviews, this evaluation has presented a breakdown of the number of key informants and case study interviewees (not including Bellanet representatives) who had some degree of involvement with the following initiatives and were therefore able to provide feedback on Bellanet's effectiveness in these areas:

- ⇒ KM/KM4Dev – 14 key informants/interviewees;
- ⇒ Open Standards – 13 key informants/interviewees;
- ⇒ Dgroups/Dialogues – 11 key informants/interviewees;
- ⇒ ItrainOnline – 7 key informants/interviewees;
- ⇒ LEAP – 6 key informants/interviewees; and
- ⇒ ICT Training – 4 key informants/interviewees.

The total sample of interview consultations was 39 (including five case study interviews with Bellanet representatives); however, this evaluation excluded feedback from Bellanet case study interviews in the overall evaluation findings, unless otherwise noted, in order to maintain the external, arms-length nature of this evaluation (please see Appendix J for a list of the evaluation participants).

### **OUTPUTS RESULTING FROM ENGAGEMENTS WITH BELLANET**

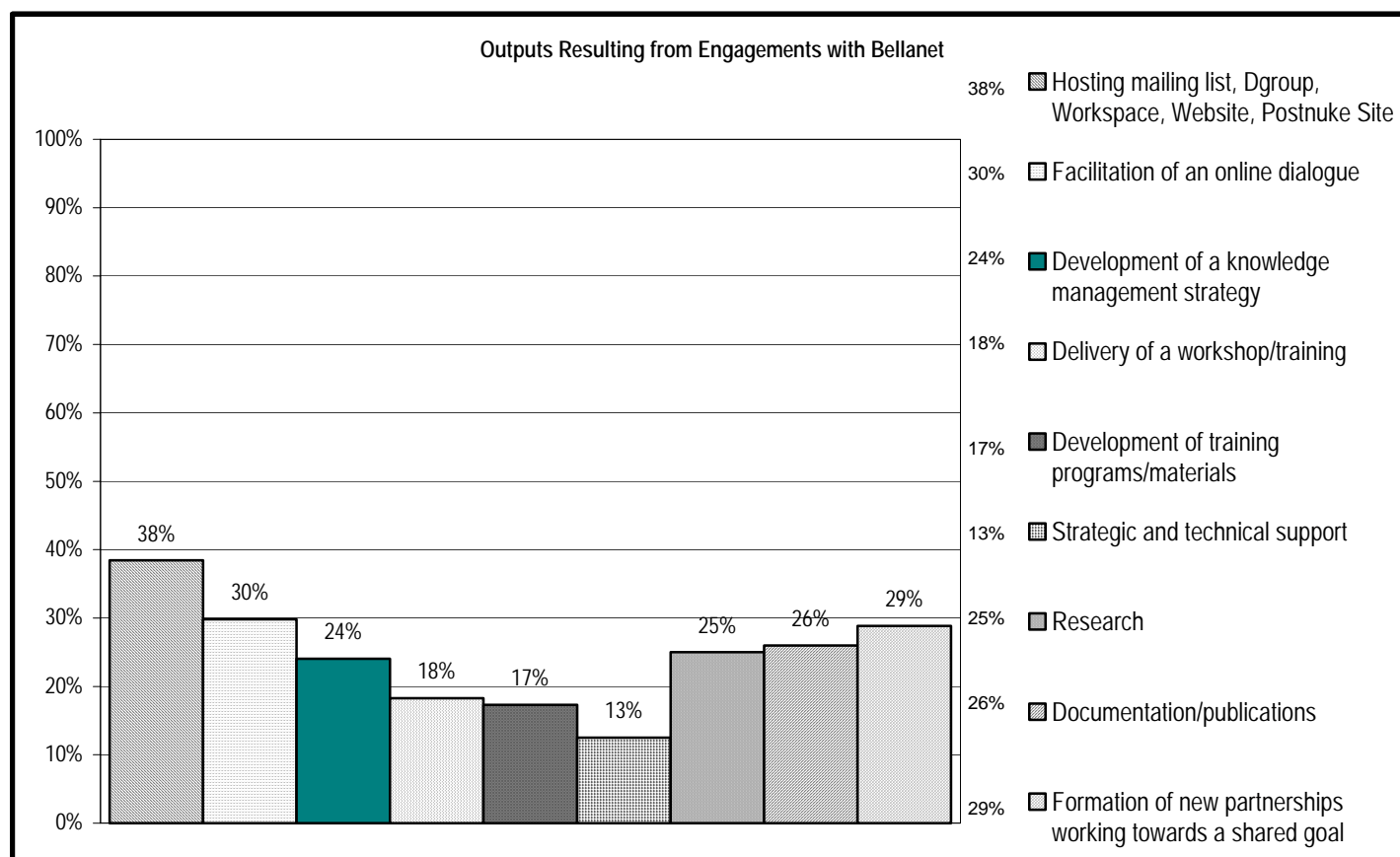
The output experienced by most survey respondents (38%), through their engagement with Bellanet, was the hosting of a mailing list, Dgroup, workspace, website or Open Community Space (e.g. Postnuke site). A significantly greater proportion of females (60%) than males (28%) reported this output; which could indicate greater demand for this service by females. As well, a greater proportion of northern respondents (47%) than southern respondents (30%) reported this output resulting from their interactions with Bellanet. This coincides with Bellanet's success thus far in building the capacity of its northern partners to set-up workspaces and facilitate dialogues and the success of some of these partners in promoting this form of communication and collaboration to their partners in the South.

The second most common output reported by 29% of respondents was the formation of new partnerships working towards a shared goal. More in-depth discussion around partnerships that Bellanet has helped to form is provided below in the *Outcomes* section.

Only 14% of respondents reported strategic and/or technical support as an output from their interaction with Bellanet; however, this could be due to the generally informal nature of this service.

Examples of this support included:

- ⇒ Advice provided for partners to build strategic or ICT capacity in their partners;
- ⇒ Support in developing an IT strategic plan;
- ⇒ Participation in an evaluation workshop;
- ⇒ KM;
- ⇒ LEAP;
- ⇒ Technical support on a Postnuke website;
- ⇒ Advice on networking and collaboration;
- ⇒ Information to revise a strategy; and
- ⇒ The identification of training requirements.



Approximately 11% of respondents noted “Other” outputs resulting from their interactions with Bellanet, such as:

- ⇒ Development of knowledge management concepts;
- ⇒ Research on virtual cooperation and learning within a distributed team;
- ⇒ Increased understanding of Bellanet;
- ⇒ Development of a strategic approach to Knowledge Management/Knowledge Sharing (KM/KS); and
- ⇒ Calendar of events that enabled getting in touch with many organisations involved in ICTs.



*"A lot has been done by Bellanet in terms of accomplishing the mission that it set out to. It has been articulated a lot better than it used to be. Before it was never as clearly articulated. They have made a lot of strides in accomplishing its mission."*

## EVALUATION FINDINGS

### EFFECTIVENESS

#### ***How well is Bellanet performing in achieving its mission? Are Bellanet's partnerships achieving their goals?***

Bellanet's mission is to promote and facilitate effective collaboration within the international development community, especially through the use of ICTs. There are many components to Bellanet's work and, therefore, in order to determine Bellanet's general effectiveness, this evaluation focused on the following areas:

1. Bellanet's Mission;
2. Bellanet as a partner (e.g. whether partner expectations have been met and how satisfied they have been with Bellanet's services which serves as an indication that partnerships are achieving their goals or, if they are not, it is not due to Bellanet's role); and
3. Bellanet's influence on capacity-building within its partners. Are partners applying the practices and knowledge inspired by Bellanet?

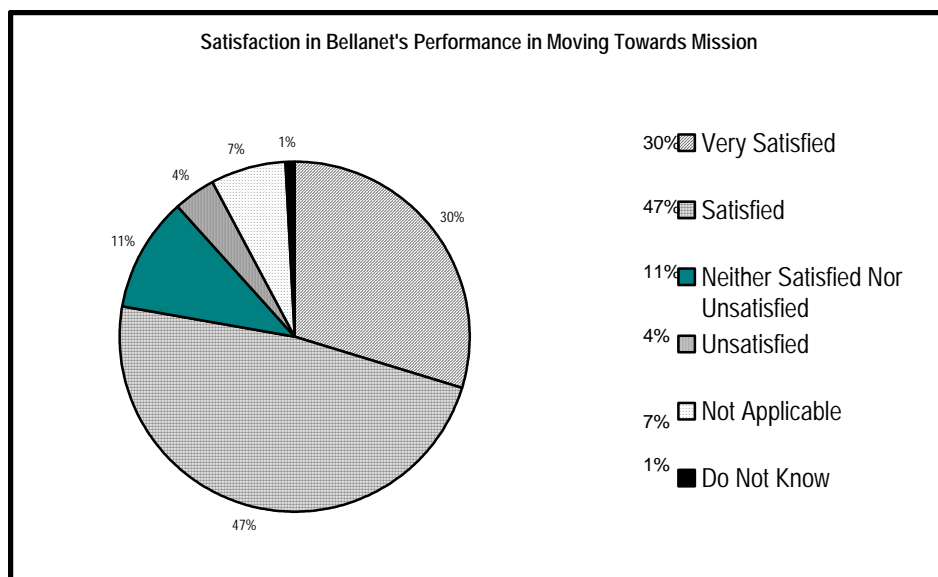
More specific examples of Bellanet's effectiveness in promoting and facilitating collaboration are provided below in the *Outcomes* section.

### MISSION

All key informants were familiar with Bellanet's mission and a majority of informants and interviewees agreed that Bellanet had made progress in this area based on their individual experiences across various Bellanet service lines. Three out of 17 key informants did not feel they could comment on Bellanet's progress for reasons such as:

- ⇒ Involvement with only one of Bellanet's service lines and, therefore, uncertainty around Bellanet's other service lines; or
- ⇒ Unfamiliarity with how progress towards its mandate achievement could be exhibited.

It should be noted that not one key informant indicated that Bellanet had definitely not made any progress in achieving its mission.



The majority of survey respondents (77%) were satisfied or very satisfied with the manner in which Bellanet is moving towards its mission. It is also important to note that not one respondent indicated that they were very dissatisfied and only 4% of respondents indicated any form of dissatisfaction in this regard.

## PARTNER EXPECTATIONS

Bellanet participates in formal, contractual partnerships to deliver services as well as less formal collaborations. The purpose of these partnerships varies from organising workshops to delivering training, developing open standards or hosting a dialogue. In the cases where Bellanet was hired to provide a contractual service to partners, the expectations were generally well defined in the arrangement's terms of reference and only one informant felt Bellanet did not meet their expectations due to delays in the project.

Bellanet has also been involved in many less formal partnerships with organisations where the relationship has evolved over time based on the needs of stakeholders and the changing environment within which the partnership was formed. In these cases, partners did not necessarily have clearly defined expectations of the partnership in general, or Bellanet's role in particular. Over 75% of those consulted responded that although they might not have set out specific objectives or expectations, Bellanet had met their expectations within the often changing scope of the partnership. Two informants, in particular, noted that Bellanet went "above and beyond" to provide services and support that were outside its terms of reference to meet their needs.

Three out of the 11 key informants and interviewees who were involved with Dgroups did not feel that their expectations were met with respect to the web interface of Dgroups, the platform that Bellanet hosts to support virtual workspaces. These informants felt that the web interface was not user-friendly and that Bellanet was not responsive enough to requests for changes or technical support. Another informant did mention, however, in the past month, that the Dgroups interface had improved significantly and, therefore, it was

*"Partnerships are very difficult to pursue but Bellanet does all the leg work to make them a success and is very willing not to charge for these services. We have been extremely happy with their services and advice."*

important to note that Bellanet had been making an effort to improve this service.

### BELLANET AS A PARTNER

*"We found Bellanet people very helpful, understanding, and flexible. They provided a lot of feedback as we were having loads of problems and always running late...they could see what the problems were and provided help."*

*(in reference to ICT capacity building)*

Key informants identified a number of strengths or key success factors to Bellanet's performance as a partner. Informants noted being drawn to Bellanet because of a shared or complementary mandate or values. Two informants in the South were drawn to Bellanet because of its connections with donors in the North, while three northern informants were attracted to Bellanet because of its knowledge and experience in ICTs within the southern development context.

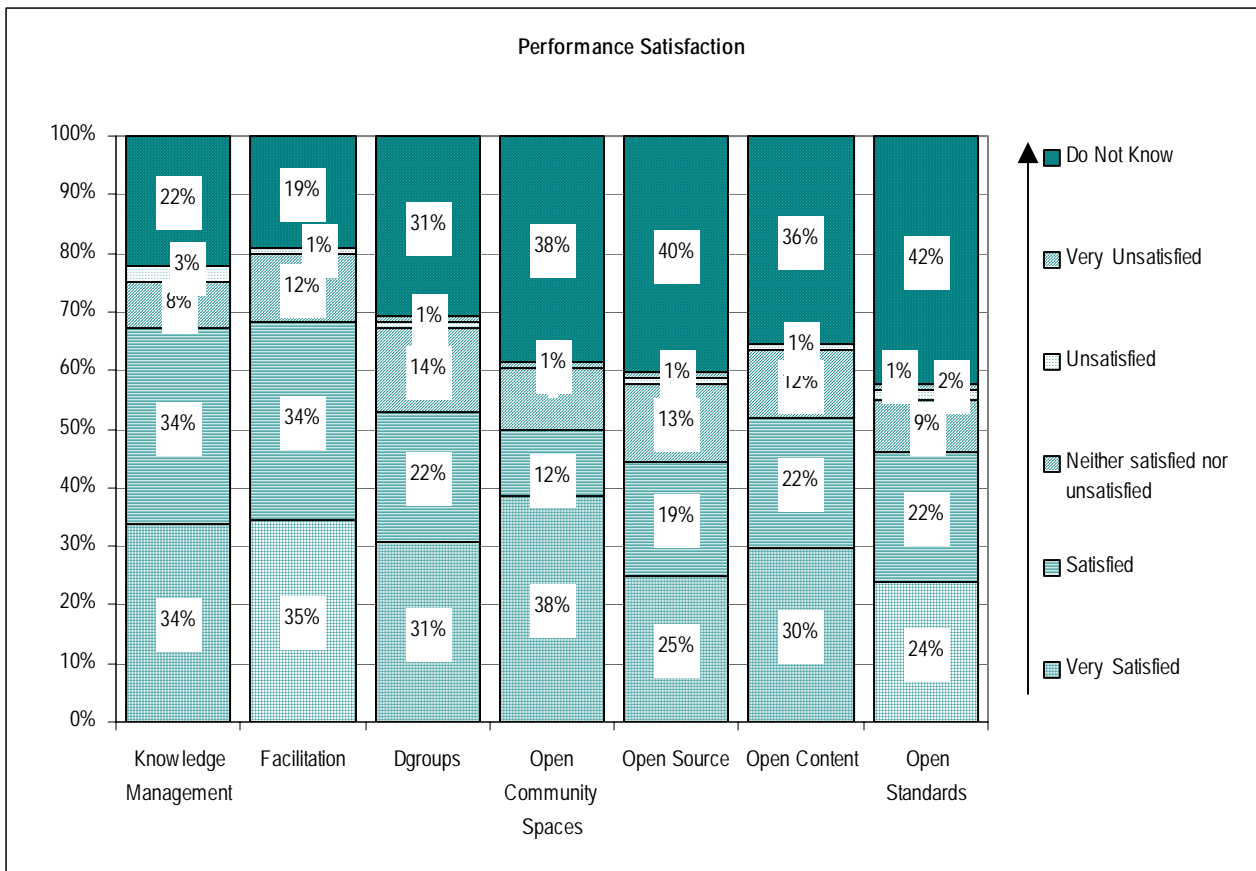
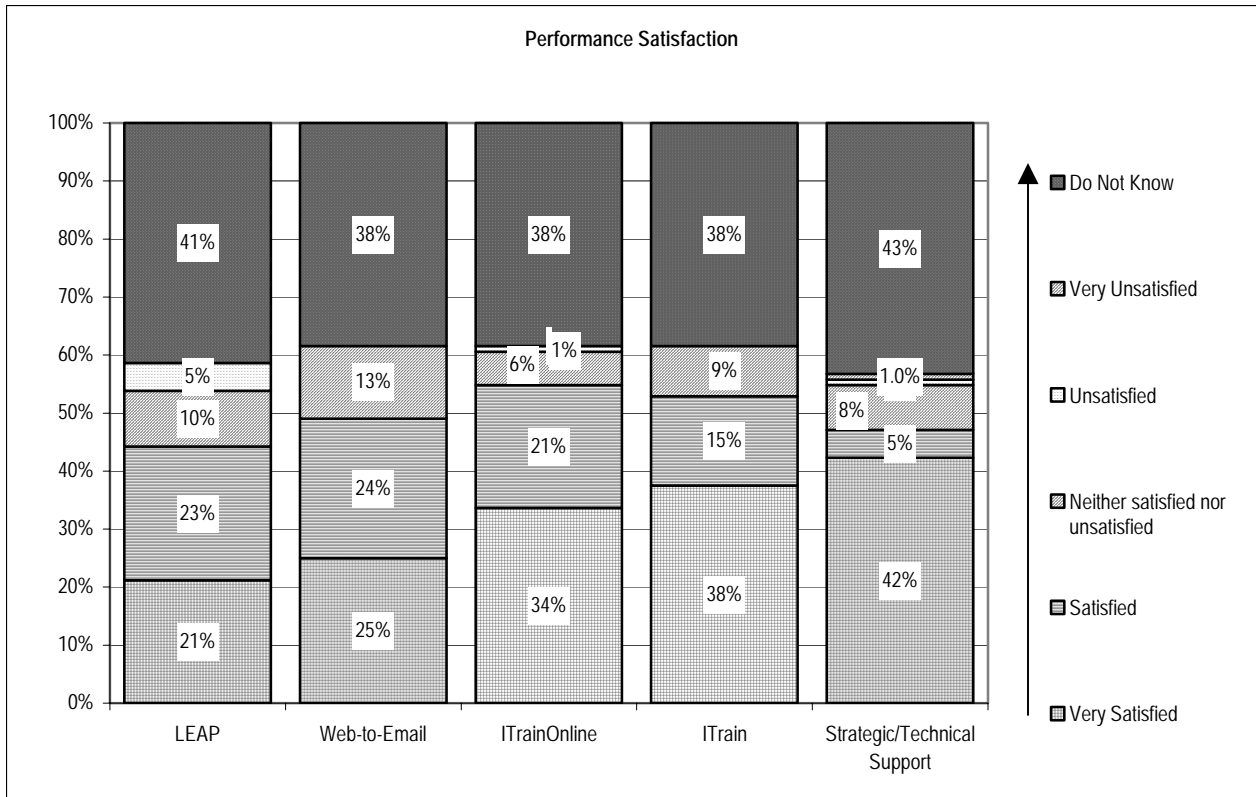
At least 9 key informants mentioned that one of Bellanet's strengths is in its neutral status and reputation within the northern and southern development community. These individuals felt that Bellanet can play a valuable role because of its "grass roots" reputation as a neutral player in development, with no political ties or bureaucratic constraints. It was felt by the majority of those interviewed that Bellanet has been and should continue to be a "broker" of relationships between organisations who might be suspicious or hesitant to work together because of a lack of understanding or trust.

Bellanet was also viewed by over 75% of those interviewed as a "network of networks" with the potential to bring organisations together to work toward a common goal. Bellanet's flexibility was mentioned by three informants as critical to the success of their partnership. These organisations encountered a range of issues from technical glitches to funding delays and felt that Bellanet was very understanding and accommodating. At least two informants also mentioned that Bellanet had gone above and beyond what was outlined in its terms of reference in order to meet its partners' needs.

### SATISFACTION WITH BELLANET SERVICES

As demonstrated in the following graphs, survey respondents reported overall satisfaction with Bellanet's performance in the delivery of various activities – ranging from 69% and 68% who, respectively, indicated being very satisfied/satisfied with Bellanet's performance in the area of facilitation and KM to 46% and 44%, respectively, for Open Standards and Open Source. LEAP received the most unsatisfied responses, which consisted of 5%. This initiative is discussed further in the *LEAP Case Study* section, which provides insight into some of the challenges that were faced and lessons learned.

One area where there was a discrepancy between male and female satisfaction levels was with Bellanet's performance in Open Standards activities, where 52% of males reported being very satisfied or satisfied, in comparison to only 37% of females. It is difficult to interpret these findings given the fact that only 5% of females reported being involved with Open Standards and therefore could have been basing their opinions on indirect experience.

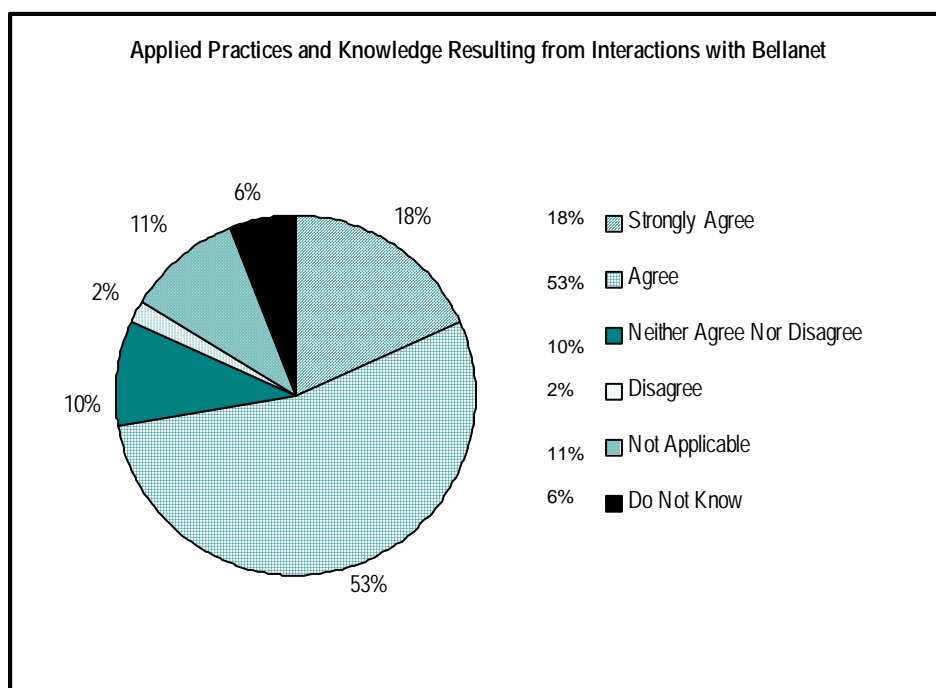


Over half of the 34 individuals consulted specifically stated that the advice and support received from Bellanet was instrumental throughout their interactions in areas such as KM, building ICT capacity, and using online dialogues. This was mentioned, in particular, by 11 of the 14 informants or interviewees who were involved with the KM or KM4Dev services. These key informants agreed that Bellanet has been regarded as an expert and innovator in the field of KM. Three interviewees felt that their interaction with Bellanet had not only changed and inspired their thinking around KM but also built their capacity and ability to think differently. One interviewee stated that he/she knew very little about KM before being involved with Bellanet and is now considered by some as an expert in that area.

In general, this evaluation found that very few informants mentioned being dissatisfied with Bellanet's performance but felt that there were opportunities for Bellanet to improve as it moves forward. The one area that did surface with three key informants was the issue of responsiveness to requests for information or support in relation to the Dgroups web interface. However, at least six informants who had been involved with Bellanet in other initiatives felt that Bellanet was very responsive.

Although Bellanet takes an informal approach to many of its partnerships, one informant reported being dissatisfied with Bellanet's performance on one occasion where Bellanet started working on a project prior to clearly outlining the work requirements and securing the necessary funding. This informant felt that formal agreements were critical to ensuring that there is clarity in the partnership and that expectations are agreed upon by all involved parties.

## APPLYING PRACTICES AND KNOWLEDGE



Almost 75% of survey respondents and all key informants agreed that they had applied at least some proportion of the practices or knowledge gained from their interactions with Bellanet. This has been interpreted as an indication that Bellanet has been effective in building capacity in its partners and at being a catalyst for further collaboration within the development community.

### AREAS FOR IMPROVEMENT

In general, survey respondents and key informants were very positive about Bellanet's performance over the past five years. However, in order to assist Bellanet as it moves forward, a number of areas were identified where Bellanet could focus its energies to improve its effectiveness.

#### Dgroups

This evaluation has interpreted the limited critical feedback surrounding Bellanet's current role in Dgroups as a potential indication that Bellanet should move away from doing the programming and technical support aspect of this initiative or that it should place concentrated efforts into improving this service to better meet the needs of its users. The Dgroups *Case Study* that follows provides more in-depth information about this initiative.

The majority of those interviewed for this evaluation felt that Bellanet's niche in the development community is to act as a catalyst in creating communities of practice and supporting further collaboration. It was further indicated that the IT and system support may be better delivered by a private sector or not-for-profit organisation that specialises in this area.

*"When Bellanet provides a discussion place as a service, it should look at sustaining the community of practice after the funding has stopped. If you want to sustain the dialogue in an effective manner you have to do more than just create platforms."*

### Funding

The issue of funding arose in the remarks provided by the majority of key informant and case study interviewees. The comments touched upon three funding issues/approaches:

- ⇒ Assisting clients in obtaining funding for initiating cultural change necessary for adopting KM practices or approaches;
- ⇒ Providing funding and training opportunities in the use of ICTs for organisations in the South; and
- ⇒ Ensuring that Bellanet's resources, both financial and human, will allow them to meaningfully engage in all four service lines effectively.

It was suggested that Bellanet may lack the necessary resources to truly be effective at meeting client's emerging demands and expectations for service delivery.

### Sharing Lessons Learned and Best Practices

This evaluation has found that approximately 50% of informants and interviewees would like Bellanet to improve the way it captures and shares its knowledge and experiences. This recommendation includes software documentation as well as lessons that have emerged through the discussions that have taken place within communities of practice, such as KM4Dev. Four informants specifically noted that Bellanet has valuable expertise that could benefit the development community if packaged in a form that was easy to access and digest, such as an article or key conclusions that have emerged from a particular online discussion or a best practices guide that builds on the experiences and agreement found within a Bellanet initiative such as PANTLEG. These key informants indicated being involved in at least one of Bellanet's online dialogues and felt that they were too busy to be able to follow the discussion closely enough to maximise the benefit of their involvement or the outcomes from an online dialogue. It was suggested that Bellanet could play a more proactive role by harnessing and capturing the knowledge created and sharing it with a broader audience.

*"There are some people participating a lot in the KM4dev list and others who are too busy to follow the discussion. Bellanet needs to make it easy for people to participate. Bellanet is rightly placed to develop the experience and share as they go along."*

### Facilitating Online Dialogues

Seven informants felt that Bellanet could have more "actively" facilitated the dialogues that it hosted, such as the IDML listserv, the ItrainOnline partnership, or LEAP. This evaluation found that while informants viewed Bellanet's role of bringing people together as very valuable, a significant number felt that it needs to take a more active role in leading or steering the discussions. Two informants noted that Bellanet should focus its energies particularly in the initial phases of forming online communities so that they could develop a strong foundation and eventually exist without Bellanet's intervention.

Four informants also noted that Bellanet could be more sensitive to the time and resource constraints of its partners who often did not have funding or time allocated to their participation in these discussions or partnerships and would prefer more directed and facilitated activity in order to maximise their time investment.

## EFFICIENCY

### *How well is Bellanet using its resources?*

Three of the 17 informants noted that they did not have enough contact with Bellanet or possess sufficient understanding of its internal capacity or operations to accurately comment on the efficiency of its operations. Of the remaining respondents, three stated that Bellanet could perhaps improve the efficiency of its internal communications in order to ensure that there was no overlap or duplication in outgoing communications, as well as to ensure that any external requests or correspondence were being followed up on in a timely manner. One informant specifically stated that Bellanet has been very efficient in sending only the necessary resources to attend conferences, meetings, or facilitate workshops.

Three key informants questioned Bellanet's internal efficiency based on the amount of time that passed between requests for support or advice and Bellanet's response time. These informants stated it was not unusual to have a six-month waiting period before receiving a response from Bellanet, if at all. These comments were related specifically to Dgroups.

Two key informants felt that Bellanet could have been more efficient in terms of following up after participation in an initiative or pilot project. These informants had been involved with the International Development Markup Language (IDML) initiative, which they felt had declined in activity without adequate explanation or follow-up by Bellanet.

One informant noted slow and sporadic communications while trying to form its partnership with Bellanet. This informant accepted part of the responsibility for the slow progression of their partnership but felt that, in some cases, Bellanet could have been more responsive and proactive. Four informants noted that Bellanet is operating within tight resource constraints and would benefit from securing more funding. As a result of the current funding realities, the majority of those interviewed felt that Bellanet was doing what it could to meet partners' and clients' demands and donor expectations.

This evaluation found that, in general, informants were very positive about the amount of work that Bellanet has done with its limited funding base and applauded Bellanet for its ability to leverage funding through extensive use of collaborative partnerships. Given the current funding realities, it was noted by at least half of those interviewed that, unless Bellanet can expand its funding base, it should strategically prioritise and focus its services. This was suggested to enable it to concentrate its funding allocation into the few key areas that will have the most impact and value-added within the development community, rather than spreading its limited resources out over a variety of initiatives and partnerships. This recommendation is discussed further in the section on *Future Directions* found later in this report.

*"Bellanet makes very good use of the resources they have – they do a lot of things that they sometimes don't even bill us for such as coaching and advice. We have a very limited budget here and they have been really accommodating in negotiating with us and agreeing to budgets. I only wish they could leverage more funds on their own to participate as a true partner rather than as a contractor."*



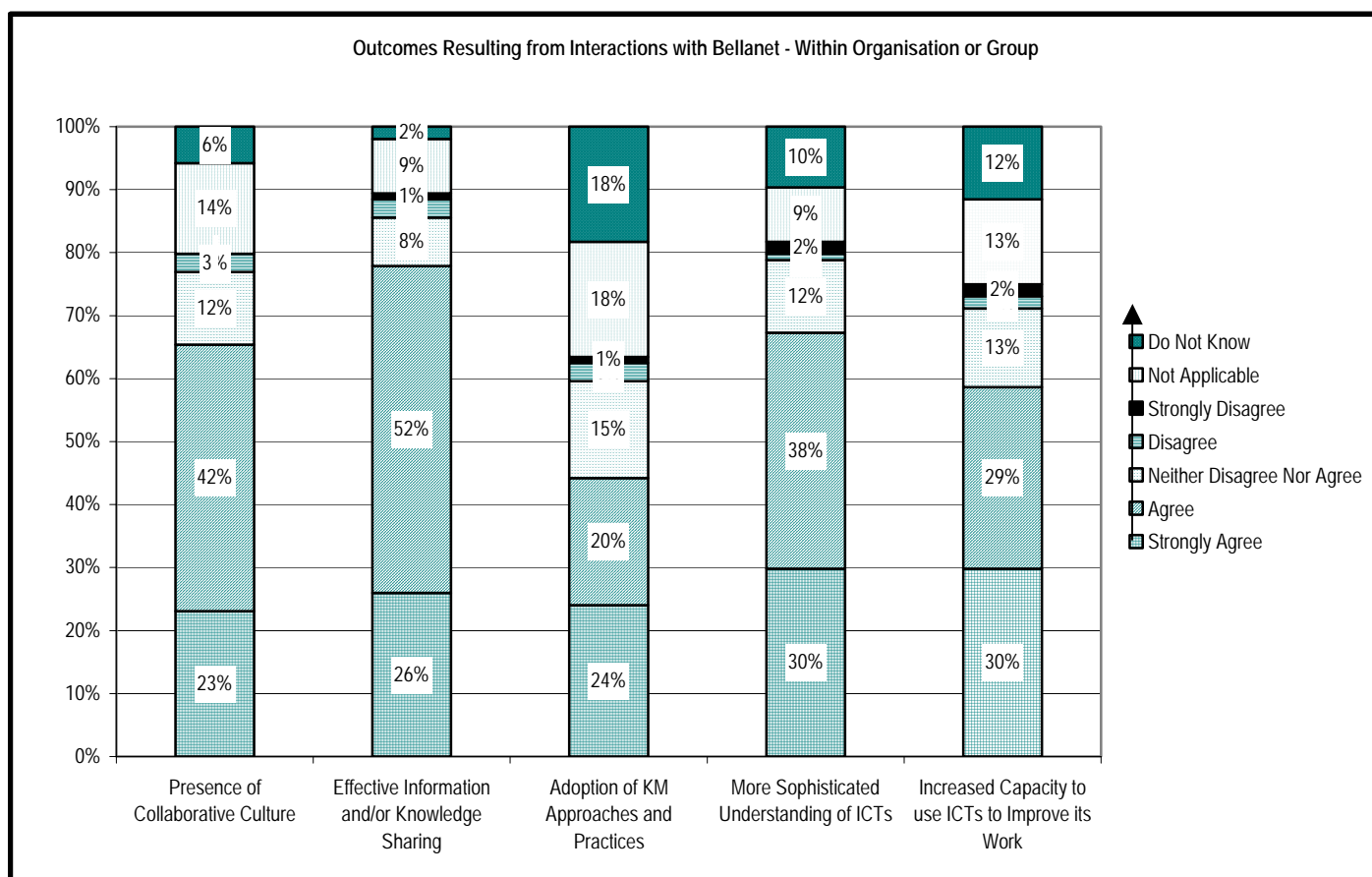
## OUTCOMES

### *What have been the overall results and outcomes of Bellanet's services?*

This evaluation recognised that Bellanet had different levels of interaction with survey respondents and that it was possible that no outcomes<sup>1</sup> could have resulted, or that either intended or unintended outcomes could have resulted. For this reason, the survey responses presented below must be interpreted only as reporting the incidence of outcomes being experienced and cannot be compared to a baseline standard or ideal target.

When asked if their involvement with Bellanet had improved how their organisations shared information or knowledge, collaborated with colleagues, partners, or stakeholders, and used ICTs, most survey respondents agreed they had improved in each of these areas.

More specific outcomes have been described below.



<sup>1</sup> Outcomes are defined as behavioural changes in development organisations that might indicate capacity building and sustainability. Outcomes also refer to the likely or achieved short-term and medium-term effects of an intervention's outputs.

### IMPROVED COLLABORATION

Sixty-five percent of survey respondents reported that a “presence of collaborative culture” was an outcome of their organisations’ interaction with Bellanet. Most survey respondents indicated that their organisations’ interaction with Bellanet improved the way they collaborated with colleagues (72%) and partners (65%). Fewer respondents (53%) indicated that their interaction with Bellanet had improved the way their organisations interacted with clients and stakeholders. A significantly greater proportion of females (80%) than males (58%) reported that involvement with Bellanet had improved how their organisations’ collaborated with their partners, as well as with clients/stakeholders (66% of females, 46% of males). This could be linked to the greater proportion of females who reported outputs associated with online dialogues and workspaces.

These findings suggest that Bellanet has been the most effective at promoting and facilitating collaboration within organisations. This might be due to organisations that have focused on improving their own internal operations and approaches to collaboration before improving collaborative relationships with clients and stakeholders. The findings suggest that Bellanet has made the most progress in improving collaboration within organisations and could continue to work toward promoting collaboration within the larger development community in order to reach beyond individual organisations.

The 11 informants who commented on Dgroups agreed that it had improved collaboration within the development community. This workspace platform was viewed as being able to:

- ⇒ Reduce the isolation experienced by offices of decentralised organisations;
- ⇒ Bring organisations closer to their partners;
- ⇒ Bring together groups of people planning or participating in a conference, workshop, or other international event and to serve as the foundation for follow-up;
- ⇒ Provide a valued service to partners; and
- ⇒ Enable and facilitate group problem-solving and conceptual discussions, etc.

### KNOWLEDGE SHARING, INFORMATION SHARING, & KNOWLEDGE MANAGEMENT

A majority of survey respondents reported involvement with Bellanet’s Learning and KM service line and, therefore, it is not surprising that the highest percentage of respondents (78%) agreed or strongly agreed that more effective information and knowledge sharing had resulted within their organisation as a result of their interactions with Bellanet. Similarly, approximately 83% of respondents felt that the way they share knowledge and information had been improved because of their involvement with Bellanet. A greater proportion of females (86%) than males (69%) reported this outcome, which again could be due to the number of females who reported outputs associated with dialogues and workspace technologies.

The informants and interviewees who had been involved in Bellanet’s KM services agreed that Bellanet had influenced the way their organisations approach knowledge and information sharing. As well, those involved with Dgroups felt that this platform had allowed users to collaborate and share information in a more sophisticated manner than was previously practiced.

*“Dgroups has been a way of improving efficiencies through group problem solving. Multi-perspectives are communicated better and there has been positive feedback for the communication aspect. The further you go from headquarters, the more they’re responsive to these tools because they allow distributed partners to be more engaged and less isolated.”*  
(in reference to Dgroups)

*“They [Bellanet] are much more open minded than we are. We often see the limits of knowledge sharing but Bellanet does not see them. The dynamism of the group is very refreshing.”*

*"Bellanet made us think about what we do. We are in the business of delivering knowledge and now we have much more clarity about dealing with the multi-communication levels of the people we are delivering to. We have a better idea of how to manage delivering information to them and how to better engage them."*

Other examples of how Bellanet has helped organisations share information and knowledge include:

- ⇒ By partnering with Bellanet to host a workshop, one informant reported benefiting from gaining exposure in the development community and having the opportunity to showcase their work.
- ⇒ Bellanet was viewed as very helpful in advising one informant on how to communicate the essence of an initiative they were launching, which was a focus on collective ownership. Bellanet was viewed as providing advice and guidance that helped this partner to think very carefully about how to portray the underlying philosophy of what they were doing, in order to appeal to various audiences.
- ⇒ Bellanet was seen as valuable as an objective, external presence in one situation where it helped an organisation to adopt KM practices. This informant felt that the process would have taken much longer and perhaps been unsuccessful, due to resistance from staff, had Bellanet not been part of the process.

### BUILDING ICT CAPACITY

Approximately 68% of survey respondents reported acquiring a more sophisticated understanding of ICTs as a result of their interaction or partnership with Bellanet. Fifty-nine percent of respondents also reported that their organisations had increased their capacity to use ICTs to improve their work. It was found that a significantly greater proportion of southern respondents (77%), compared to northern respondents (44%), reported that their interactions with Bellanet had increased their capacity to use ICTs to improve their work. This could be attributed to the nature of the work that Bellanet has undertaken with northern versus southern partners (e.g. an identified greater need for capacity-building within many southern organisations).

Throughout this evaluation, many examples were provided of how working or partnering with Bellanet had helped to build ICT capacity in participating organisations. One informant mentioned that he/she benefited significantly from participating in Bellanet-delivered training in website design because it provided them with the ability to train others in his/her community and apply the principles of this training to other websites and web interfaces. It should be noted that this key informant received a second round of training from Bellanet, which he/she found was not advanced enough for his/her needs. This could be perceived in both a positive and constructive light for Bellanet – it is positive that this partner was able to build capacity; however, it was suggested that it would be beneficial for Bellanet to work toward a more accurate assessment of its partners' training needs.

Another example of how Bellanet helped to build ICT capacity was when it hosted an intern from one of its partner organisations. This individual received training in open source and hosting discussion lists. This individual was, in turn, able to bring this capacity back to his/her organisation, which is now successfully hosting dialogues.

*"Prior to working with Bellanet, we didn't have much ICT capacity. They have really helped us a lot in terms of advising us an introducing us to possibilities."*

*"The potential for the Internet to enable social change must be taken advantage of and efforts like Bellanet ensure that there are places on the Internet that are not just driven by commercialism or worse. The development community that we work with, our partners and colleagues, all benefit from the tools (listservs) provided by Bellanet, and we directly benefit from their support and training in the use of these tools."*

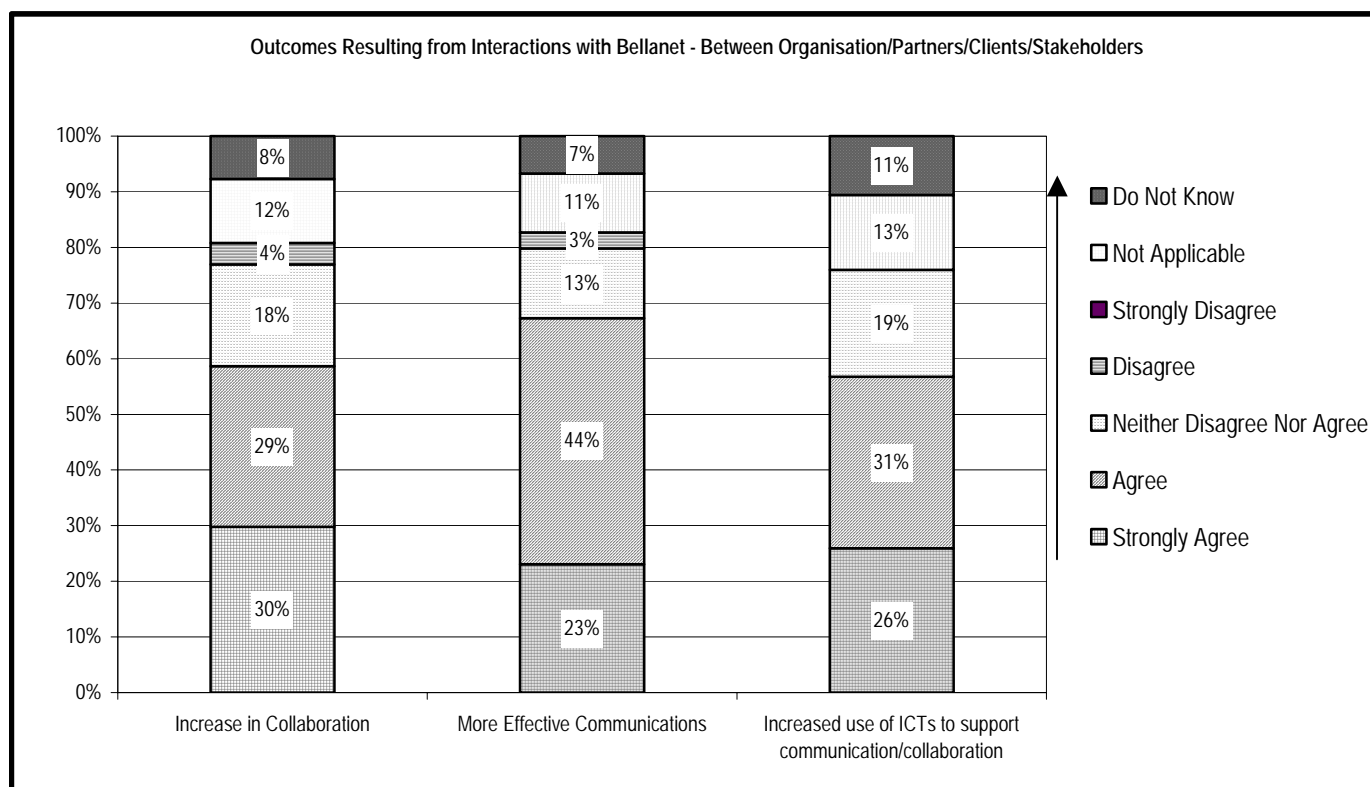
### FORMING NEW PARTNERSHIPS

Approximately 29% of survey respondents indicated that their engagement with Bellanet resulted in the formation of a new partnership working towards a shared goal. Key informants and case study interviewees who were involved in KM workshops or who attended meetings around a specific initiative, such as ItrainOnline or Dgroups, were more likely to feel that they had formed partnerships with organisations with the help of Bellanet. This evaluation found that the face-to-face interactions that Bellanet had either initiated or facilitated had helped to form partnerships among organisations who might not have worked together otherwise.

Five informants felt that Bellanet had provided the foundation for partnerships to emerge; however, only two had made contact with individuals that Bellanet had put them in touch with in order to seek advice or share information. The others attributed hectic schedules and workloads for not attempting to build stronger partnerships. Participating in a KM workshop allowed one informant to make contacts with individuals in organisations that he/she now considers counterparts. He/she continues to stay in contact with these individuals and has continued to discuss and share ideas that were inspired in the KM workshop.

One informant was introduced to a number of contacts in the area of KM and went on to visit these people to learn about their practices in KM. This informant was able to use this information, combined with Bellanet's support, to create a KM strategy in his/her organisation. Bellanet's donors have also formed a relationship around their involvement with Bellanet, which was felt by one informant to be a foundation for potential collaborations in the future.

### OUTCOMES WITHIN THE LARGER DEVELOPMENT COMMUNITY



Respondents were asked to assess the extent to which they agreed that their interaction with Bellanet had influenced outcomes relating to how their organisations interacted with partners, clients and stakeholders in the larger development community. Approximately 67% of respondents agreed or strongly agreed that more effective communications resulted from interactions with Bellanet, 59% agreed or strongly agreed that an increase in collaboration had resulted and 57% noted an increased use of ICTs to support communication/collaboration with external organisations.

Two key informants and interviewees noted that, with the multitude of players working toward similar development goals, it was difficult to attribute Bellanet's impact on the larger development community. However, in general, this evaluation found that Bellanet was perceived to have influenced its partners in a variety of ways across its service lines.

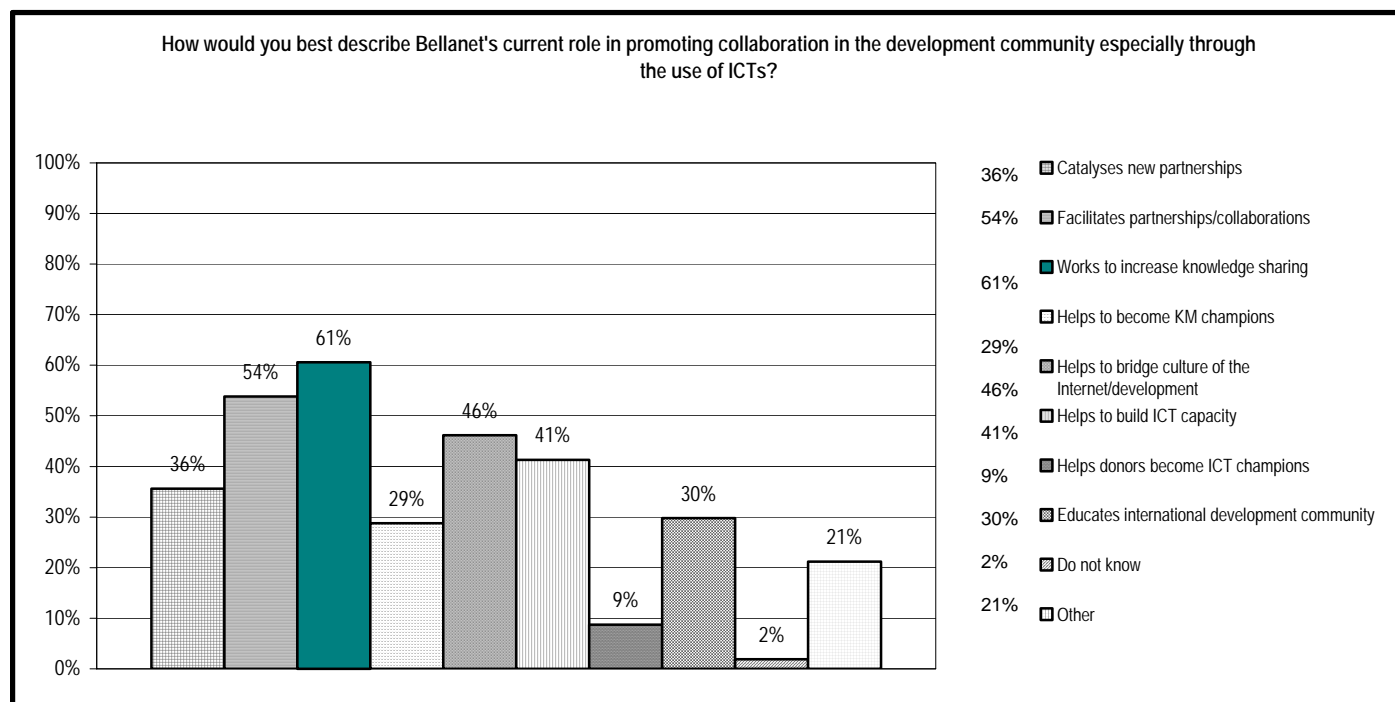
### RELEVANCE

***How well is Bellanet's mission serving the purposes of its partners and stakeholders? Is Bellanet offering a unique service?***

As a first step to assessing whether or not Bellanet has been providing a service that is considered relevant to the development community, this evaluation sought to determine participants' perspectives on Bellanet's current role.

## ROLE

Over half of survey respondents viewed Bellanet's primary role as that of helping organisations to increase knowledge sharing (61%) and of facilitating partnerships and collaborations (54%).



The lowest perceived role for Bellanet is that of helping donors become ICT champions (approximately 9%). This finding supports the feedback received from key informants who felt that Bellanet should focus its energies on increasing its regional presence and assisting organisations in the South. It also supports Bellanet's current and future direction, which includes virtual offices in the South.

*"For one of the global meetings in Washington, Bellanet was able to provide an innovative platform for what was a very complex project, politically. Bellanet was able to invite and attract a group of key players in the development community and steer them toward a concrete agreement."*

Approximately half of the 34 key informants and case study interviewees felt that Bellanet has played a valuable role as a neutral partner within the development community. These participants viewed Bellanet as an objective intermediary between donors and NGOs. It was noted by one key informant that very few organisations within the development or NGO community can assume this objective advisory role.

Three of the 34 key informants and case study interviewees mentioned that Bellanet was viewed more as a consultant than a development partner. These individuals felt that Bellanet was more responsive to the demands of those who need services rather than being proactive in determining the services that it will provide based on its strategic direction and the broader needs of the development community.

### IMPORTANCE OF ACTIVITIES

Approximately 50% of survey respondents considered that each activity that forms Bellanet's services, from open source software to ItrainOnline, was important or very important in promoting increased collaboration in the development community. A majority (83%) of respondents rated KM as important or very important, with facilitation falling a close second at 81%. The fewest respondents, but still almost half (49%), rated strategic and/or technical advice as important or very important.

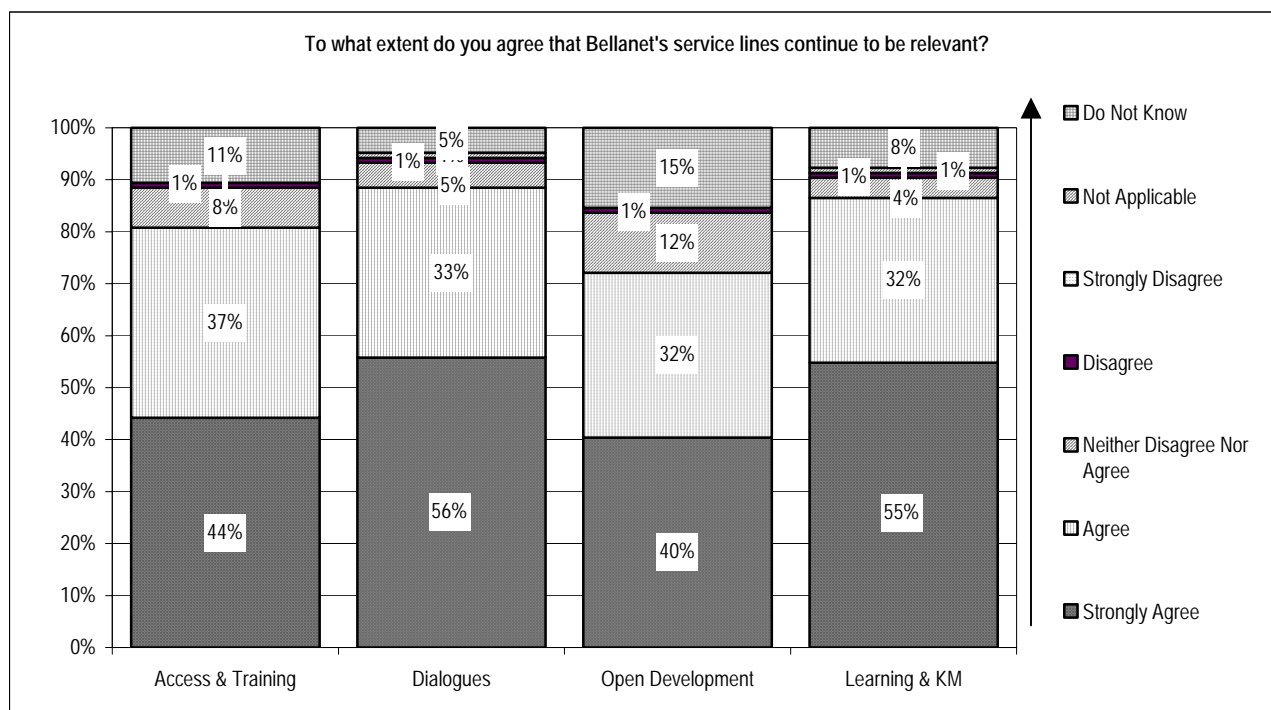
A greater proportion of males than females rated Open Content, Open Standards, ItrainOnline, and Itrain as important or very important; however, this again could be related to the greater proportion of females who indicated involvement with Bellanet's Dialogues service line, as opposed to the Access and Training or Open Content service lines.

A greater proportion of southern respondents (79%) than northern respondents (44%) stated that Bellanet's Open Content, as an activity within the Open Development service line, was important or very important. This finding is worth considering as Bellanet continues its focus on meeting the needs of organisations in the South.

Even though respondents rated some activities as more important than others, this evaluation did not find any activities that participants agreed were unimportant.

### RELEVANCE OF SERVICE LINES

All evaluation participants felt that Bellanet has been and continues to be relevant to the development community.



As clearly demonstrated by the above graph, over 75% of all respondents agreed or strongly agreed that all four service lines continue to be relevant. In each case, only 1% of respondents felt that these service lines were irrelevant and none of the respondents strongly disagreed with their relevance. Similarly, no key informants or interviewees noted that Bellanet's service lines were irrelevant, but there was no clear consensus indicating Bellanet's current or future niche.

Almost 90% of respondents agreed or strongly agreed that the Dialogues service line continues to be relevant. The fewest respondents agreed or strongly agreed that Open Development continues to be relevant but this group still consisted of 72% of respondents.

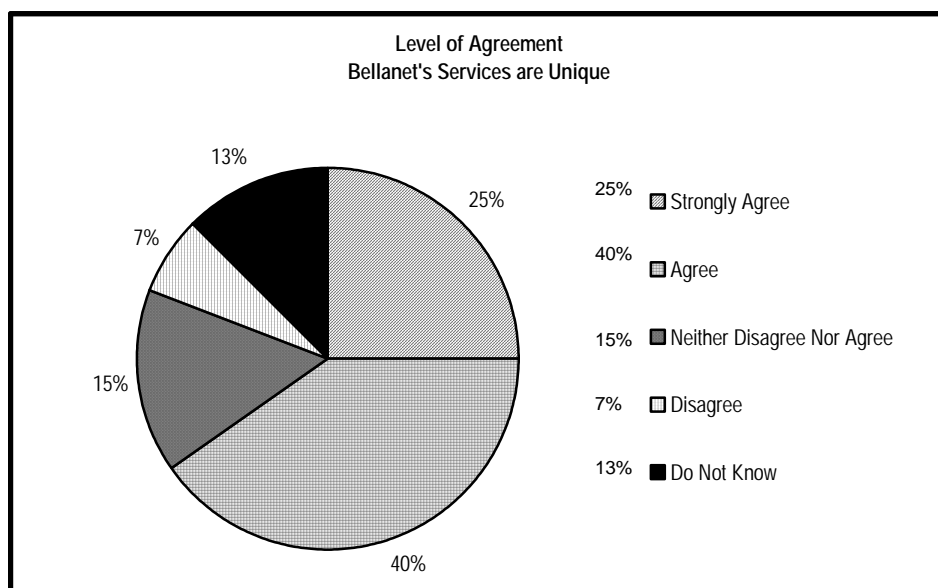
*"We strongly feel Bellanet is providing the international development community an invaluable service, not readily available elsewhere, notably in enabling, training through the use of ICTs."*

### POSITION WITHIN THE DEVELOPMENT COMMUNITY

The 14 key informants and case study interviewees who were involved in the KM service line felt strongly that Bellanet was providing a unique service and should continue in that direction in the future. One informant cautioned, however, that although Bellanet may have had a significant competitive advantage in the beginning, this niche will not last as it accomplishes its goal of building capacity in others and inspiring KM champions throughout the development community.

The evaluation found significant agreement that Bellanet's strength was in combining its development knowledge and expertise with its experience in applying ICTs. As well, Bellanet was viewed as having a unique ability to bring together large and small donors, government, multilateral and NGOs due largely to its collaborative approach, political neutrality, and being a Canadian organisation placed at arms-length to NGO competition.

*"There is an important role for Bellanet as a broker of ideas, advice and as a catalyst to collaboration."*



Over two-thirds of survey respondents (65%) felt that Bellanet provides a service that is not available elsewhere and only 7% disagreed, stating that although there are unique aspects inherent in Dgroups and ItrainOnline (non-commercial, collaboration-oriented, development-focused), similar services are available elsewhere.



*"Bellanet looks at very practical solutions to the ICT problems. They see the potential of ICTs but they also see the reality and the challenges of applying them in developing countries."*

Three of the 34 consultation participants noted that there were many other players delivering training and that they did not feel that Bellanet has a niche in this area. Three survey respondents and two of the 34 key informants and case study interviewees felt that Bellanet was not at the cutting-edge of Open Source technologies and should therefore move away from software development and toward tapping into what had already been developed and how it could be applied in the development context. As noted previously, the technical "bugs" encountered in Dgroups led respondents and those consulted to recommend that Bellanet move away from the platform maintenance aspect of this initiative. Over 50% of respondents who were consulted for this evaluation indicated a sense that there are a number of players or organisations who are able to provide the technical side of Bellanet's business and that Bellanet's niche lies to a greater extent on the strategic side of leveraging ICTs and partnerships, in the North and South in order to meet the needs of the development community.

## EVALUATION CASE STUDIES

### INTRODUCTION

As noted previously, the objective of the case study review was to document and assess the activities and results achieved through projects and initiatives that were supported by Bellanet through one of its four service lines. The case studies are a critical element of the evaluation because they contribute solid factual data to the provision of multiple lines of evidence that will support this evaluation.

The case study review is unique from the other evidence-gathering methodologies because it provides a more in-depth analysis of program implementation and collaboration issues than can be undertaken through other evaluation methods, such as survey responses or key informant interviews. For the most part, the case study analysis focused on the following research areas:

- ⇒ General historical overview and rationale of the initiative;
- ⇒ A review of Bellanet's role within the initiative;
- ⇒ Meeting the needs of partners: an assessment of how well Bellanet is perceived to be meeting the need of partners through an review of immediate results associated with the initiative;
- ⇒ Sustainable Outcomes: A review of the outcomes that can be attributed to the initiatives and particularly the work of Bellanet; and
- ⇒ Moving Forward: A review of lessons learned and recommendations for future direction.

This information offers an overview of the incremental effect of the project and a perspective related to the context and flavour of Bellanet's activities and initiatives. It also provides an opportunity to further investigate Bellanet's specific joint-initiatives to illustrate a more comprehensive picture of what Bellanet does. The case studies document and assess Bellanet's project activities and results in order to provide an in-depth and "real life" picture of Bellanet's different types of activities, how the projects have evolved, the outcomes that are perceived to have occurred, the challenges that are faced within each particular initiative, and the lessons learned from partners' involvement in these activities and, ultimately, how Bellanet has influenced the overall outcomes of the initiatives themselves.

### OVERVIEW OF THE CASE STUDIES

In total, 22 people were interviewed for the five case studies, including Bellanet staff representatives for each case study. Five case studies were selected to highlight specific projects under each of Bellanet's four service lines. The case studies that are part of this evaluation include:

- ⇒ Dgroups (Service Line: Dialogues);
- ⇒ ItrainOnline (Service Line: Access and Training);
- ⇒ KM4Dev (Service Line: Learning and Knowledge Management) and
- ⇒ LEAP (Service Line: Learning and Knowledge Management); and
- ⇒ Open Standards (Service Line: Open Development).

## DGROUPS

### HISTORICAL OVERVIEW

#### RATIONALE

The Dgroups initiative evolved from the demand for a workspace technology that was non-commercial, low cost, tailored to the development community, easily accessible, and user-friendly. Bellanet saw this need as an opportunity to reduce overlap and duplication by bringing together organisations to develop a common system to meet the needs of the larger development community.

#### THE EMERGING NEED

To meet its partners' needs for distributed group communication, beyond email, Bellanet began to develop individual platforms, or workspaces, to support ongoing collaboration between communities or groups. As the need increased, so did the allocation of resources to the development of the workspaces taking away much needed energy from the promotion of the "softer side" of collaboration. Bellanet recognised that the development of a system which could automatically create workspaces was necessary to free up valuable resources.

Bellanet also recognises the strength of a partnership approach in development initiatives. In 2001, Bellanet partnered with several organisations, including the International Institute for Communication and Development (IICD) and OneWorld on the ItrainOnline initiative. This initiative proved to be a success in virtual collaboration and led IICD and Bellanet to look for other ways to collaborate. The Dgroups initiative became an idea for a partnership venture. In early 2002, Bellanet, IICD, OneWorld and UNAIDS formed an equal partnership with the broad objective to encourage and support online communities and dialogues in international development and human rights. Today, the partnership also includes DFID and ICA.

Dgroups is an online platform and a set of related activities for groups to use to support sharing of knowledge and information. Bellanet views the value of Dgroups as not the technological platform or tool, but rather in the way that this technology has been applied to facilitate online communities.

#### OBJECTIVE

The design objectives for Dgroups included maintaining a simple, non-commercial, and low bandwidth oriented platform that respects privacy and is accommodating to email-only participants in developing countries. The software was developed by Bellanet and has evolved from technical configuration to a web interface that allows Dgroups partners to set up their own workspaces. The mailing list component of the workspace continues to be the most effective and sustainable means of facilitating collaboration and therefore forms the core of the Dgroups communities.

The goals of the initiative included supporting the sharing of knowledge and information among development organisations, and ultimately improving the effectiveness and impact of international development efforts for those involved.

*"Each organisation was doing its own thing, creating workspaces from scratch. Now we're pooling our efforts."*

– Bellanet

*"Bellanet brought the group together through its connections with the development community. Most development organisations compete with each other and are not collaborative in the slightest. The sector is supposed to promote international cooperation but most people don't do it."*

As well, it aimed to introduce new users to the potential of virtual collaboration and information sharing as a means of engaging stakeholders, enabling low-cost communication, and leveraging and supporting the limited face-to-face time of communities. Bellanet sees the primary role of Dgroups as bridging the gap between development organisations and the Internet culture.

## EVOLVING THROUGH COLLABORATION

### PARTNERS

Dgroups is viewed by Bellanet as a true partnership as the seven organisations involved share ownership and are generally active in attending meetings and participating in ongoing discussions. The partners meet formally on an annual basis, but can also meet throughout the year if deemed necessary. An indication of the success of this initiative to date is in the organisations that have joined since its inception, including the Department for International Development (DFID) and two recent additions to the partnership group, the Institute for Connectivity in the Americas (ICA) and the United Nations Economic Commission for Africa (UNECA).

*"Dgroups has been a way of improving efficiencies through group problem solving. Multi-perspectives are communicated better and there has been positive feedback for the communication aspect. The further you go from headquarters, the more they're responsive to these tools because this allows distributed partners to be more engaged and less isolated."*

Each partner brings something different to Dgroups, from a large network within the development community to experience in ICTs and collaboration. Together, they share a common vision, which is to promote information sharing in support of international development. Bellanet provides support to the individuals within each partner organisation who create workspaces for their partners or stakeholders who have requested workspaces. Beyond just creating the workspace, each partner provides guidance and support to their users for the effective use of online spaces, so that discussions are well run and purposeful.

In the initial stages, the partners were trying to spark development organisations' interest in using ICTs to facilitate and support collaboration. With this form of collaboration being so new, the challenge became helping organisations to understand their own needs and, in turn, which technologies could be applied. Now that the interest in ICTs for these purposes has become more widespread, the challenge is determining those organisations with collaboration needs, as well as the ability and commitment to actively moderate and facilitate the group.

### BELLANET'S ROLE

Although Dgroups is the result of all of its partners, Bellanet is viewed by its partners as having the initial vision for automating the creation of workspaces and taking the lead in moving Dgroups forward. It is also credited with maintaining some of its momentum through its drive to bring the partners together, initiate and facilitate discussions, and host the platform. Bellanet is considered very strong at bringing together diverse partners and determining their needs and desires.

## RESOURCES

The initial platform development and first year of Dgroups was funded by the founding partners: Bellanet - \$50,000USD, IICD - \$25,000USD, OneWorld - \$24,000USD and the Joint United Nations Programme on HIV/AIDS (UNAIDS) - \$25,000USD. Since February 2002, Bellanet has invested approximately two days per week, in-kind, to maintaining and supporting the facilitation and development of the Dgroups initiative. In addition, as the lead developer, Bellanet receives core funding to support one full-time and one part-time employee working on the platform development and maintenance. The core funding is distributed by the partners depending on where they see a need.

## MEETING THE NEEDS OF PARTNERS

### IMMEDIATE RESULTS

Prior to using Dgroups, most interviewees used email or Yahoo Groups to communicate, however, they found email alone was not meeting their needs and that Yahoo Groups was too commercial and a poor fit with development mandates. Initially, the Dgroups web interface was much less user-friendly than Yahoo Groups but one interviewee stated that it was becoming more competitive with Yahoo Groups as it had undergone significant improvements even within the past month. Interviewees therefore agreed that although there are other workspace technologies available, Dgroups is unique because it is free, the information is owned by the development community and it is tailored to the needs of this community.

An issue identified by one interviewee is that many development organisations are quite competitive and want to raise their own profile, even in joint initiatives. This is an obstacle to open collaboration and Dgroups provides a neutral solution at no cost so that organisations can work together without disputes over recognition or ownership.

Dgroups has been used to meet development organisations' needs in a number of ways, such as:

- ⇒ Increasing communications between the central office of an organisation and its distributed offices;
- ⇒ Establishing a group mailing list to engage stakeholders around any range of issues that align with the Dgroups vision;
- ⇒ Facilitate working groups;
- ⇒ Creating project profiles within organisations so that information and dialogue is stored in one location;
- ⇒ Providing a workspace for dialogue and information exchange to take place and be archived and easily accessible;
- ⇒ Preparing for an international conference; and
- ⇒ Inviting guest appearances by individuals with a specific area of expertise to be available over a set time to answer questions and spark discussions, etc.

The immediate results of Dgroups are evident in the workspaces that have been created, the people who have participated in these workspaces, and the documents that have been shared and exchanged. Dgroups currently supports

*"The ICT community decided to use Dgroups to prepare for a conference in Jamaica. About 50 people prepared the whole face-to-face conference using this tool and now the same Dgroups are being used to follow-up on the actions that were arranged in Jamaica. They run it, they moderate it, they add people, all in Jamaica. Without Dgroups, there would have been no preparation, and follow-up would have been less efficient."*

280 groups (groups can be open to the public and closed for members only), containing 5,677 members. Recently created groups, listed on the Dgroups website include:

- ⇒ Dgroups Language & Translation Discussion Space;
- ⇒ Non Governmental Organisations Coordinating Committee (NGOCC) Telecentre Group;
- ⇒ IICD Train-the-Trainer Tanzania;
- ⇒ Insec Information Mailing list; and
- ⇒ Interactive communication mailing list.

Success of communities using Dgroups is dependent on the intended use by its creators, the level of moderation that is present, and the commitment of participants. Bellanet's desire for Dgroups is for it to meet the collaborative needs and activity level expectations of its partners and ideally, for its partners to be able to set-up and moderate communities using Dgroups without any intervention from Bellanet. The potential impact for Dgroups on the development community is very much dependent on the group that is using it and the members' level of commitment and participation.

The Dgroups website allows interested parties to search for groups to join relating to different sectors and issues, such as the environment, health and nutrition, and social and political change. Recently posted resources are also listed on the website and new groups are marked as such to inform interested users.

## MEETING EXPECTATIONS

The expectations for the Dgroups partnership were quite high as significant funds were invested that needed to be accounted for and specific timelines to be met. Three interviewees stated that Bellanet did not perform to their expectations in terms of turnaround time and responsiveness when technical support or information was requested. These interviewees reported as many as six months to a year elapsing between the time a request was made and either a response was received or no changes were witnessed. One interviewee estimated that 70% to 80% of their requests for assistance had been left unanswered; however, this interviewee did not think that Bellanet was intentionally being unresponsive but that perhaps there was a lack of internal communication.

Two other interviewees felt that Bellanet was extremely helpful in providing ongoing support and advice and felt that responsiveness was not an issue. This discrepancy in feedback is an indication of an area that is worth investigating further by Bellanet as it moves forward.

## SUSTAINABLE OUTCOMES

### NEW AND EXPANDED PARTNERSHIPS

The Dgroups partnership is an example of organisations working together toward a shared goal. The fact that some of these organisations had not worked together prior to this initiative demonstrates that new working relationships have

*"Within the last year, every time I've asked Bellanet a technical question or for clarification or asked for something to be changed, the response was within 24 hours. Responsiveness has been outstanding – I wish our organisation was on the same level."*

*"Dgroups made us look more professional amongst our co-sponsors. Our mandate is building partnerships and we're trying to ensure our co-sponsors aren't doing things alone. By participating in this initiative, we are forming a partnership with a whole range of partners to do something to enable collaboration."*

been formed and that there is a foundation for these groups to collaborate in the future. Dgroups has been the result of equal partners combining resources and energies to improve the technology and to evolve the use of this method of collaboration both within their organisations and among their respective partners.

*"I hadn't worked with the Dgroups partners before and have since connected on another dialogue on KM and have discussed development issues in regions where our team hasn't been focusing."*

### COLLABORATION

Four interviewees mentioned that they had successfully promoted the use of Dgroups with their external partners and/or stakeholders and had received positive feedback and support. Widespread support was also received for using Dgroups to facilitate the planning and collaboration around an international workshop or event and to remain in contact following these interactions in order to share ideas, resources, or plan for next steps. One interviewee mentioned that Dgroups had been successfully applied for a research project that required participation from geographically distributed contributors. As well, three interviewees also noted that using Dgroups helped their organisations to increase collaboration and communication among their distributed offices and another interviewee felt that it had allowed them to keep in closer touch with their partners.

There was widespread agreement among interviewees that Dgroups has helped to bring together individuals across geographic distances in order to better leverage their face-to-face time or to share ideas and collaborate on various development issues.

This interviewee used Dgroups to plan and support a regional partners meeting where approximately 75 geographically dispersed partners were able to communicate and plan for the meeting by using Dgroups.

### CAPACITY BUILDING

Four interviewees who were successful in helping their respective partners to set-up and moderate a workspace using Dgroups felt that the web interface was relatively user-friendly and that individuals did not require significant training in order to successfully moderate a community.

However, an additional four interviewees felt that the Dgroups interface was still very complicated and that many organisations in the South would not have the capacity to use it for their purposes. These interviewees mentioned that Bellanet should work with organisations in the South to help them to build the capacity and put in place the infrastructure so that they could host their own workspaces.

Another interviewee, who has used Dgroups primarily for its mailing list component, did not feel that Dgroups was difficult to use and that it required minimal training.

*"Dgroups has gone a long way in keeping us in track with our partners."*

*"Prior to working with Bellanet, we didn't have much ICT capacity. They helped us to develop a private workspace and now every working group has seen how it works and wants their own. We're getting more and more users and substance to the exchanges on the mailing lists – particularly those that focus on a specific theme. It has changed our way of working."*



## MOVING AHEAD

### LESSONS LEARNED

#### THE DGROUPS PARTNERSHIP

One of the Dgroups partners felt that they were not being kept informed of the progress of Dgroups because of a lack of communication within the group. This interviewee felt that the initiative needed someone to “glue the group together”. He/she also felt that the workload for Dgroups could have been more balanced among the partners, as Bellanet was doing much of the marketing and promotion, and training, which could have been better distributed among the partners. Another interviewee also noted an imbalance in the contributions of partners but felt that this was due to the various mandates of these organisations and the amount of time and resources that were available to commit.

*“One reason I prefer Dgroups is that I have access to technical support.”*

#### ACHIEVING BUY-IN

Bellanet found that the idea behind Dgroups resonated within the development community and therefore there was, and continues to be, considerable interest in the partnership. It now hopes to bring on some of the more recent organisations who have expressed interest in joining the partnership. Bellanet attributed this interest to the fact that partners can use workspaces within their own organisations in order to promote and enhance collaboration and also among their partners in the larger development context.

#### INFORMATION SHARING AND DOCUMENTATION

One interviewee mentioned that he/she would have greatly benefited from Bellanet providing appropriate documentation regarding Dgroups platform code, which was previously not available. This interviewee felt that the lack of documentation resulted in their project being delayed and that it was difficult to maintain the documentation with various changes being made to the platform simultaneously without associated documentation.

Two interviewees mentioned that “email flood” or “information overload” could be problematic as they could easily receive between 50-80 emails per day from active participation in groups facilitated by Dgroups. However, this observation was not related to the Dgroups system, but rather attributed to participants who were unfamiliar with the system. Dgroups was also viewed by one interviewee as helpful for time management as he/she logged into the workspace for a set amount of time to view the history of emails to respond to rather than being interrupted throughout the day by sending individual responses.

This feedback echoed Bellanet’s belief that effective collaboration is dependent on the way ICTs are used, rather than the tools themselves.

#### FUNCTIONALITY

While Bellanet and some interviewees felt that the web interface for Dgroups was user-friendly and intuitive, other interviewees felt that it was too complicated or unrefined to be used by some organisations in the South with minimal technical expertise and greater capacity needs. This interviewee mentioned that when attempting to build buy-in and capacity in southern organisations for a new technology or way of doing work, the smallest bugs can

*“There is a feeling that there are no people behind the web services. There is a lack of communication – when you give feedback about things not working, it doesn’t get fixed.”*



*"The whole system has been redesigned so that I can create a discussion group in five minutes. More user friendly for facilitators and those who are participating."*

turn people off very rapidly and set back progress considerably. For this reason, it is extremely important to make a process as simple and user-friendly as possible prior to introducing it to these organisations.

Three interviewees felt that there were a number of "bugs" in the Dgroups system that made it difficult to manage or customise. They also felt that Bellanet was not responsive enough to requests for support or changes to the platform that would allow for greater ease of use or customisation.

The number of comments on the technical drawbacks associated with the Dgroups interface supports interviewees' recommendations that Bellanet's strength lies more on the application of technologies, rather than their development.

### **GENDER EQUALITY**

No interviewees felt that there was a gender equality gap in the Dgroups initiative. One suggestion to integrate gender awareness and sensitivity was within the training materials and facilitation guidelines. Bellanet also suggested that there is potential to conduct research, or tap into existing studies, on whether women are more or less inclined to participate in online workspaces.

## **FOCUS FOR THE FUTURE**

### **THE "SOFTER SIDE" OF COLLABORATION**

Prior to developing Dgroups, Bellanet found it difficult to meet the needs of its partners because it did not have an automated approach to setting up platforms, or workspaces for collaboration. Instead, it experimented with different types of layouts and options to meet varying collaboration needs. There was no single platform as a foundation and therefore, program officers within Bellanet focussed more on the technical side, as opposed to the non-technical side where their expertise lies. As anticipated, the Dgroups platform has allowed program officers to spend more time concentrating on the "softer side" of the collaboration.

Three interviewees felt that Bellanet should be moving away from the technical side of Dgroups or investing more resources into improving the interface to become more 'user-friendly'. One interviewee suggested that Bellanet could be leveraging its partners' technical expertise and/or resources to allow more time and energy to be invested in the Dgroups interface. This interviewee questioned whether Bellanet had the capacity to devote to this aspect of Dgroups or whether there was a way for one of its partners to take it on and allow Bellanet to focus its energies elsewhere.

This evaluation recognised that one of Bellanet's goals was to move away from hosting the Dgroups platform to providing advice and support on how to better associate the workspaces with the needs of organisations and the different results that could be achieved through the potential of workspaces. As well, Dgroups is not based on open source, although it has been released on an open source license. Bellanet is looking to reconfigure Dgroups using Linux so as to allow any participant to run Dgroups.

*"Bellanet has done a very good job at pulling people together and getting buy-in from organisations but the technical platform should not be their role."*

*"Things can move a lot faster when partners can do the work themselves. Bellanet should be refocusing its efforts from setting up the technical aspect to trying to facilitate the dialogue and promote the collaboration."*

### ENGAGING SOUTHERN PARTNERS

While some of the Dgroups partners have worked with their partners in the South, one interviewee mentioned that most southern organisations do not possess the technical skills to be able to use Dgroups and that training would be required. This interviewee felt that Bellanet was well positioned to provide training in this area. As well, another interviewee suggested that Bellanet should consider partnering with a southern organisation that could potentially take over the development and hosting of Dgroups.

Another barrier that was identified in engaging southern partners was the need for a multilingual interface for Dgroups. It was felt that in order to reach organisations in the South, Dgroups would need to be available in multiple languages. Bellanet has already made progress in this area as a Dgroup was recently created where those interested in multilingual Dgroups can share information, strategise, discuss innovative language solutions and coordinate their efforts.

One interviewee mentioned that in order to reach more organisations, especially those in the South, there will need to be very basic user guides and support mechanisms to coach the organisations with minimal expertise in ICTs.

### FUNCTIONALITY

Bellanet stated that the focus of Dgroups was, until now, to establish a stable, functioning workspace environment that could eventually be upgraded and customised to the needs of the development community. Dgroups partners plan to further develop its functionality in order to provide content sharing, multilingual support, joint document editing, chat rooms, voting systems, news feeds, resource reporting tools, an experts contact database, etc.

Bellanet attributes 10 to 40 per cent of a collaborative ICT tool's success to the actual function of the tool. The remainder relies on the facilitation of group activity, the way in which people are encouraged to come together and engage with each other. Online facilitation means paying attention to the social processes of the people you are working with electronically to enable the group to achieve its goals.

### BELLANET'S ROLE IN THE FUTURE

Interviewees agreed that Bellanet's technical expertise has provided value to the Dgroups initiative, however, there was some question as to whether or not Bellanet should be focusing its energies on facilitating collaboration in the direction of Dgroups and building capacity in organisations to use Dgroups to meet their needs, rather than platform development and interface design.

The discrepancy in feedback on Bellanet's role in this initiative was an indication that Bellanet should reassess whether or not it should be the lead developer in light of its strategic directions, and partner needs and expectations.

Bellanet has stated that fostering an environment where individuals can identify and interact with their group requires an understanding of group dynamics, good facilitation techniques, capacity-building and the use of appropriate tools. This evaluation has found that Bellanet's niche is in determining how technology can be leveraged to meet the unique needs of individual organisations and agreed

*"Bellanet should be more of a broker – looking for good solutions to the needs of the development sector and determining the best players to bring on board to develop and support the implementation of the solution."*

with Bellanet's eventual goal of moving Dgroups to Open Source so that other organisations can host the platform.

*"Bellanet should be concentrating on linking the technology with solving real life problems within the development community."*

## ITRAINONLINE

### HISTORICAL OVERVIEW

#### THE EMERGING NEED

ItrainOnline (ITO) originated when six development organisations decided to work together to assist civil society organisations (CSOs) and other development actors in the South to confront the challenges posed by new information and communications technologies (ICTs). These organisations sought to provide a single, easily accessible online resource center of high quality ICT training materials tailored to development learners and trainers. While all founding partners had been developing materials on an individual basis, none had the resources necessary to overcome the existing “skills gap” on their own. The partners felt that by working together, this would allow them to:

- ⇒ Leverage the resources and strengths of each partner organisation to expand their collective effectiveness and reach;
- ⇒ Reduce duplication and overlap; and
- ⇒ Combine their materials to increase accessibility and relevance to meet the needs of the development community.

#### HISTORY/EVOLUTION

##### ITRAIN

The Itrain initiative was created by the International Development Research Centre (IDRC) in 1997 as a collaborative system for creating and sharing materials for computer and Internet training in the South. These materials are produced using a common methodology that focuses on participatory and interactive learning; flexible course planning; customisation to meet specific needs and interests; and integration of gender and culture. They are released under an Open Content license, which means that they may be used and adapted without restriction or cost. To date, the initiative has created over forty modules and reference guides in six languages and encourages trainers to adapt the materials to suit the local context. In turn, users are encouraged to contribute updates, enhancements and new training modules to the Itrain community for redistribution.

Bellanet assumed the coordination of Itrain in 2000 and has since contributed to the collection of resources, such as development of a training course for facilitators of online communities and production and dissemination of a CD-ROM of materials. Bellanet also continues to host and manage the Itrain website.

##### ITRAINONLINE

In early 2001, Bellanet and five other international organisations formed a partnership to better coordinate their ICT training and capacity development efforts. These organisations consist of:

- ⇒ Association for Progressive Communications (APC);
- ⇒ Bellanet International Secretariat (Bellanet);

*“I have found the most helpful content from the ITrain materials and comprehensive models on facilitating communities of practice and searching the Internet.”*

*"While one organisation with funding might have achieved something similar, the success lies in the relationship building which takes a lot longer to become visible. Now there is a dialogue between partners on developing common frameworks for delivering training, which was not happening prior to ITO."*

- ⇒ International Institute for Communication and Development (IICD);
- ⇒ International Institute for Sustainable Development (IISD);
- ⇒ International Network for the Availability of Scientific Publications (INASP); and
- ⇒ OneWorld Network (OneWorld).

Before forming this partnership, these organisations had been individually developing resources and gathering information around the use of ICTs for development with no coordination of efforts or presence of a central repository to make these resources easily accessible and available to its target audience. The timing of these organisations coming together was critical as APC had secured funding for its Online Resource Centre as a means of filling this gap. Instead of pursuing this venture independently, APC agreed to play a core role in the development of the larger partnership portal and continues to play a very active role in the ITO initiative today.

At the time, OneWorld and APC were two major players in the area of ICTs for development, although neither had collaborated in this area. Bellanet was viewed as a neutral party with the ability to bring organisations together in a collaborative spirit, as well as an expert in content development, collaboration, and training. The partners decided that rather than have one organisation take the lead, they would pursue an equal partnership approach. Each partner brought an equal amount of funding to the ITO partnership and equally contribute to its progression and governance.

ITO's objectives are to:

- ⇒ Provide a selection of the best and most relevant computer and Internet training resources for development and social change;
- ⇒ Provide access to high quality and appropriate information that is suited to the ways development organisations and civil society groups in the South learn about and use ICTs; and
- ⇒ Concentrate on training and "how-to" guides for development organisations and civil society groups.

There was already significant support for the concepts of Itrain and therefore these became a logical foundation for the ITO initiative. Apart from the substantial contributions Itrain materials have made, the lessons learned by Bellanet over the course of the Itrain project also contributed to the development of ITO.

*When Bellanet became one of the founding partners, it brought to the table its experience in Itrain, lessons learned and problems encountered. Bellanet's knowledge base really helped the ItrainOnline initiative to proceed without too much experimentation.*

The starting point was then to develop a single access point for partner materials and the collections of annotated resources that already existed on partner sites. ITO team members determined a series of categories to describe the materials that users would be looking for and produced evaluation criteria to ensure the quality and relevance of the resources. The difficulties Bellanet experienced in the Itrain initiative in getting materials updated led ITO to opt for strong formal editorial input. Section editors were given the role of creating descriptions of the source, cost and target audience of the materials.

Currently, ITO is still collecting and developing materials and undertaking the necessary steps to make all content common and open for sharing purposes. Partners also continue to search for and evaluate online articles, guidebooks,

training curricula and other materials that would be useful to CSOs and are not presently available within the partner organisations. Approximately one quarter of the original documents came from partners and the other three quarters have been derived from unaffiliated sites.

The idea behind ITO was attractive to a number of organisations in the development community because although there are other portals that share training materials and resources related to ICTs, they are often more commercially oriented or lacking in the development perspective that forms the foundation of ITO. Interviewees described ITO as being in a state of transition as the initial enthusiasm of the new partnership has begun to die down and now the partners are looking to move the initiative to the next level.

## EVOLVING THROUGH COLLABORATION

### COORDINATION AND DECISION-MAKING

ITO is governed and managed by its partner organisations, who form a “partners committee” that makes high-level, strategic decisions about the direction of the site. While the committee occasionally meets face to face, the majority of decisions are made by email within a Dgroups workspace, hosted by Bellanet. A recent evaluation undertaken by APC, found that this informal management approach has been generally successful, given the creation and development of the site; however, has resulted in a “somewhat ad hoc approach to funding and the development of the site and the partnership.”

An evaluation of CSO portals undertaken in 2002, found that a primary challenge for ITO was in keeping a collaborative project running effectively without formal leadership structures. One interviewee noted that different partners have different needs, such as a greater emphasis on training versus content provision, which makes it difficult to come to an agreement on the direction of the site so that everyone's needs are satisfied. The 2002 evaluation noted the project partners had begun discussions about a more systematic, formal governance structure and were working together to find funding for project coordination and more content development. It was noted that a formal governance structure has not yet been implemented but the aim will be to address the challenges of working informally while still ensuring that the project benefits from the collaborative spirit of the partners.

### BELLANET'S ROLE

Bellanet's role in the ITO partnership was viewed by interviewees as three-fold:

- ⇒ One of its roles was that of the catalyst and neutral party, “trusted broker” in the partnership. It had a relationship with donors but is also linked to the development community and was able to bring the key players together to initiate the collaboration.
- ⇒ Bellanet was also able to provide some coordination because of its mandate to promote collaboration and the tools that it can offer to this end, such as Dgroups and a shared calendar of events.

*"Bellanet is more than just a network, they're smart, practical people who have produced good materials and done good work – they've got credibility and a good track record."*

⇒ Bellanet provided much of the content and concept adopted from the Itrain initiative.

Bellanet continues to be an active participant in the ITO partnership by providing some facilitation and content provision, as well as being responsible for editing the Basic Skills and Building Online Communities sections of the ITO website. Their expertise goes beyond facilitation to its roots in Itrain.

## RESOURCES

ITO has been developed thus far without dedicated project funding or direct cash investment. All costs were covered in-kind or indirectly through grants received by the partner organisations to develop similar resources. For example, the APC was funded to develop a collection of APC member resources; the bulk of the staff, content and technology in place for this project were shared with ITO. Thus, although the partners have all had resources that could be channelled to ITO, there has so far not been a single project budget.

ITO partners work together to run ITO with one site co-coordinator (currently an APC team member), who has responsibility for editorial co-ordination, site hosting and technical support, and development of the content management system, and the French, Spanish and Women's sites. OneWorld contributed the site design and maintenance, and Bellanet hosts the discussion lists. All partners have editorial responsibility for one or more content areas. Most people work on the site without ITO time formally allocated in their job descriptions. This means that contributions of individual partners can vary depending on their workload and capacity or whether they receive funding for particular projects that can be shared with ITO. An exception is the site co-coordinator within APC, who has some core funding dedicated.

The partners are asked to contribute approximately twelve days, in-kind, per year to editorial work where possible, otherwise they try to contribute financially. The partners' objective is to have sufficient resources to sustain the portal on an ongoing basis, with targeted expansion and materials development undertaken on a project-by-project basis. The partnership does feel it would benefit from some core funding to cover the site maintenance and co-ordination, hosting, and the annual partners' meeting. The partnership would also like to devote some funding to expanding the Spanish and French ITO sites through workshops and perhaps engaging more southern content/editorial partners who might not have resources to contribute without some form of remuneration.

## MEETING THE NEEDS OF PARTNERS

### EXPECTATIONS AND IMMEDIATE RESULTS

At the most basic level, ITO set out to become a portal for sharing training materials developed by partner organisations and providing links to relevant materials and information sources to meet the needs of trainers in the development context. To this end, it has generated some very direct results, such as the creation of the ITO site, the internal dialogue among partners and face-to-face meetings, the materials that have been developed specifically for



filling gaps on the site, and the trainers who have used the site to find relevant materials to help them in their work.

The ITO website is an open content site and has a stated commitment to the free and fair sharing of information. Open content is licensed similarly to open source software, encouraging users to both give and receive content into a free pool of information. Authors relinquish ownership of all materials that are posted to the site, which can be reproduced, modified and shared without restriction.

The portal was built starting with the necessary topics to cover and then assigning editors or lead organisations to fill out each section. If materials were not available from within the partnership, they sought out external links and then shared suggestions among the editors. A 2002 evaluation, *Understanding Civil Society Portals: Online content and community models for the CSO sector*, found that the ITO site had covered most of the information that CSOs were looking for, at the time, and that ITO partners were beginning to work together on original documents to fill any gaps that were present. Interviewees stated that ITO partners are continuing to develop and search for new materials to fill any gaps that exist, however, one interviewee noted that the pace of developments in technologies and necessary materials is difficult to keep up with.

ITO had hoped to create an online community of trainers, which interviewees reported has not happened as of yet but is expected in the near future. Its purpose would be to discuss methodologies and how they work in the classroom, to comment on materials and customise them for their own audience and then share these customisations with other trainers through the site.

The 2002 APC Evaluation Report found that website hits on ITO had grown steadily over the past year, rising from 5,574 in December 2001 - the first month of the site's existence - to 32,758 during November 2002 for the ITO and APC branded versions combined. This indicated that the awareness of ITO is becoming more widespread.

By contributing to the larger ITO project, the APC Online Resource Centre felt it had been able to meet and exceed its original project aim, which was to build an interactive, multilingual web clearinghouse of Internet training materials and resources. Interviewees agreed that ITO has been successful on a number of fronts, especially in bringing together organisations to work toward a common goal. Two interviewees felt that they had not been able to contribute as much as they would have liked to this initiative but that is not a flaw in the initiative, but more simply the working demands and realities of these organisations.

*"Everyone wants to create their own resources because they don't trust other people's. Bellanet has helped me to take a leap of faith in using outside resources."*

## SUSTAINABLE OUTCOMES

### BUILDING TRUST

Bellanet was credited by interviewees with bringing together organisations, that had not previously worked together, in order to eliminate duplication and share materials and pool resources. One interviewee noted that there was often limited trust between development organisations and therefore a hesitancy to embark on joint ventures of any kind. This interviewee felt that Bellanet was extremely successful in bringing the partners together and convincing them of the benefit of sharing resources and development.



*"These organisations are innovators in this type of partnership and have demonstrated how global collaboration is possible."*

Another interviewee noted that a key success factor of the ITO partnership was the concrete, practical nature of the ITO project. Interviewees felt that communication between ITO's six partner organisations had escalated through this initiative and the foundation is now in place for future collaboration opportunities.

### **VIRTUAL PARTNERSHIP**

ITO is an example of organisations coming together in an informal partnership from around the world where no individual assumed the lead or champion role. This has proven to be an opportunity for the partners to learn how informal partnerships can succeed and the challenges that must be overcome.

One interviewee noted that the partners involved in ITO do not necessarily have the same mandate but their mandates are related and complimentary. This interviewee viewed ITO as providing an opportunity for these groups to gain more exposure within the training for development community and to build a lasting working relationship.

Interviewees noted that while online tools offer a cost-effective way of collaborating across geographical regions, they will never replace the value of face-to-face interactions, particularly in the initial planning and formation phases of a partnership.

### **LEVERAGING RESOURCES**

By pooling their resources, ITO partners were able to reduce overlaps in their content and training programs, learn from each other, and better focus their training and support investments without dedicated funding. They were also able to get a valuable, useful website up quickly and efficiently, which interviewees felt could not have been accomplished if they had been waiting for funding approval. ITO was also an opportunity for Bellanet to expand the exposure and adoption of its Itrain principles and materials on a more global basis.

ITO has allowed the partners to learn from each other's methodologies. This partnership is unique in that there was no formal agreement to outline roles and responsibilities or funding arrangements. Instead, each partner agreed to commit a certain amount of time to keeping the site running and providing funding where possible. This informal agreement and lack of bureaucracy was viewed by interviewees as one of the success factors for the progress that ITO has made to date.

### **SHARING AND COLLABORATION**

One interviewee mentioned that a challenge to this model of collaboration is convincing organisations who might be able to accomplish large tasks independently, to see the value of collaborating and sharing with other partners. This interviewee felt that Bellanet has been instrumental because of its neutral status in helping to bring together the other organisations and influence their views on collaboration. One interviewee felt the larger impacts of relationship building and knowledge sharing have been achieved but are the most difficult to demonstrate. Two interviewees also mentioned that ITO has helped them to build a trusting relationship that could be conducive to future joint endeavours.

*"The ITO workshop in March really established partnerships with people in other partner organisations. I now have counterparts in other organisations that I really didn't have before this workshop. Also since the workshop I've run into the same people in different locations and have continued discussions in the workshops. This has created a bit of a network."*

*"I've taken a number of ITrain materials and translated them into the local Indian languages. Because of ITO, I'm aware of open licenses and can localise someone else's materials to meet our purposes."*

Another interviewee reported gaining valuable contacts through participating in an ITO workshop. This individual indicated that ITO had provided a foundation for people to discuss material development and share ideas openly.

Beyond sharing training materials that had already been developed, one interviewee mentioned that he/she had significantly changed their approach to developing and sharing resources. This interviewee previously used commercial materials that required licensing fees and were difficult to customise or share openly. This interviewee is currently working to customise materials and share them without restriction.

### ACCESSIBILITY AND AWARENESS

Interviewees noted that ITO had been a useful resource for saving time and energy in conducting research to find materials; however, they also indicated that there were a lot of relevant materials developed that are not present on ITO. There was a feeling that while ITO is an excellent resource, it is better suited for less advanced trainers with more basic needs.

One of the interviewees had been customising content and saving it on CD-ROM to distribute to organisations who might not have been able to access the Internet readily. This interviewee hoped that these small enterprise training centres in developing countries would then implement the Itrain approach and create an incentive for other small enterprises to incorporate the same topics more easily, rather than reinventing the wheel.

Another interviewee found that many development organisations were not currently aware of ITO but once they were introduced to specific materials, they became more interested and willing to use the site. However, until they were introduced to the materials, they did not really understand the principles.

### UNIQUE SERVICE

Four interviewees mentioned an American website providing similar services to ITO, known as TechSoup, which housed more resources and content. However, they also indicated that this site did not accurately reflect the needs and characteristics of the development community, which they agreed was the value-added of ITO.

## MOVING AHEAD

### LESSONS LEARNED

#### FLEXIBILITY AND LEADERSHIP

Interviewees indicated that a strength of ITO was its flexible structure; however, one interviewee felt that this could be a weakness when executing a strategy or trying to move quickly and that the informal nature of the partnership was becoming an obstacle. This interviewee stated that without clearly defined partner roles and formally dedicated resources, the initiative had been easily shifted to a lower priority by some of those involved. Without a leader or formal governance structure, it was perceived as difficult for the group to delegate responsibilities.

*"I had been looking for training information and had a ton of bookmarks where I could find information and ITO is now where I start before I do my own searches. It has saved me time and effort."*

*"If I wanted to see what was new, I'd go to TechSoup. However, it's the social justice orientation of ITO that makes it more appealing to me. You have the sense that it takes what it's doing seriously. It really seems to be the case that many of these sites stagnate and die. The crucial thing is that it needs people to be systematically gathering what's out there and how to use it."*

## COORDINATION AND FACILITATION

While one interviewee valued the dialogue that took place around ITO decision-making, another interviewee indicated that they did not have the time to discuss issues at great length without clear structure or objectives. It was suggested that since Bellanet is known for its reputation in facilitation and collaboration, it should be doing more to move along discussions in a clear and definitive manner so that time was not wasted and progress could be made more quickly. One interviewee indicated that Bellanet could be more sensitive to the workload and capacity of the other partners, who do not have the same amount of time to actively participate in discussions. Another interviewee suggested that although progress has not been made as quickly as would be optimal, it is not necessarily Bellanet's role to lead or facilitate the discussions.

## COMMON PURPOSE

One interviewee noted that the tangible nature of the project was helpful as some of the partner organisations had discussed potential collaborations but had never moved the discussion into action.

*"The availability of content within the organisations, combined with the right mix of skills, contacts, and diverse yet complementary focus, and mandate provided the foundation to build ITO."*

## NEW DIRECTIONS

### CONTENT

Interviewees rated the content of ITO differently depending on their needs. One interviewee who required up-to-date materials that could be used for training organisations with a more sophisticated IT capacity did not find that the ITO materials met all of their needs. Whereas, two interviewees who had more basic requirements had used ITO and considered it a valuable resource. Therefore it is up to the ITO partners to determine who their target audience is and work toward meeting these needs – if this includes more advanced trainers, then content will need to reflect more sophisticated needs.

Interviewees noted that due to a rapidly evolving environment, there would always be gaps related to topics, format and appropriateness for ITO's audience. One interviewee recommended that ITO pursue interactive components and collaboration on training curricula and another interviewee suggested more multimedia-related materials. Both of these areas were identified as part of ITO's scope as it moves forward.

A previous study of ITO noted that although it provided links to some very useful resources, it did not help people to identify what it is they need to learn. This study suggested that ITO take on the role of an expert who understands enough about the two very different worlds of the Internet/technology and development to be able to see where one can help the other. It indicated, and an interviewee reiterated, that ITO could benefit the development community by demonstrating and emphasising how people could apply technology to achieve their goals. One interviewee indicated that this was an area where Bellanet's expertise could be applied.

*"They need to figure out what they want to accomplish out of these discussions and take things to conclusion – in a quick and efficient manner. If Bellanet is supposed to be the experts in effective collaboration, they should be trying to bring this to bear in their interactions."*

*"For ITO, the focus should be on involving French and Spanish language partners who could contribute to the content. If there was a Spanish language partner involved then the focus would be more on that area and the same with French".*

## NEW PARTNERS

One interviewee felt that the partnership would benefit from finding a way to bring in new players who might be able to re-energise the initiative without compromising the quality. Another interviewee mentioned that there needs to be a more formal means of engaging additional partners who might not necessarily have funding to contribute but do have valuable skills and expertise.

The focus of ITO is turning to long-term sustainability and growth. While it has achieved a primary level of success in bringing partners together to eliminate duplication and help them share materials, the partners are looking to the next phase. Interviewees indicated that partners want ITO to be a catalyst for building southern capacity in ICT training where they can use materials that are already on the site to develop their own. Interviewees mentioned that in order to reach out to a larger audience, ITO needs to improve its multilingual content. A recommendation by one interviewee was to include southern partners in ITO, which would better demonstrate the commitment of ITO to serve the southern development community.

## GENDER EQUALITY

In general, interviewees indicated that ITO was very gender-sensitive and, therefore, could not identify many areas where this component could be incorporated. Itrain, the foundation for ITO, has a gender component as part of its participatory approach and guides instructors in being alert to gender issues in the classroom. As well, one of the latest Itrain modules that Bellanet helped to develop around communities of practice includes training activities that make people conscious of gender issues. Interviewees also noted that ITO includes women-focused resources and that when the ITO partners discuss developing a common set of principles, they select and develop materials that explicitly address gender.

One recommendation for Bellanet to better incorporate gender was to organise or facilitate specific initiatives around building ICT capacity in women's non governmental organisations in developing countries.

## BELLANET'S ROLE IN THE FUTURE

Bellanet's role in ITO was not necessarily obvious to ITO users and contributors; however, among its partners, it was seen as a catalyst and trusted, neutral party with the ability to bring the partners together in a collaborative spirit. Its Itrain initiative was also viewed as the foundation for ITO and a critical part of the progress the initiative has had to date.

It was suggested by three interviewees that Bellanet take on a more formal role in the ITO partnership. One interviewee suggested that if ITO decided to hire a staff jointly, Bellanet could perhaps house that staff. Another interviewee indicated that the ITO initiative had suffered from a lack of facilitation and that Bellanet should leverage its expertise in facilitation and collaboration to better steer the governance of ITO.

There was consensus that the ITO initiative was in need of direction and leadership, however, the exact role that Bellanet should play was not agreed upon.

*"Bellanet's niche is as an organisation who knows about technology and how it can be used to facilitate collaboration."*

## KM4Dev

### HISTORICAL OVERVIEW

#### THE EMERGING NEED

*To bring together KM practitioners working in the international development community in order for them to share their experiences in developing and implementing KM strategies.*

In a world where development problems are becoming increasingly complex and require inter-disciplinary solutions, there was a belief within the development community that organisations need to find ways to become more agile and responsive to their changing environment and to better manage knowledge.

Bellanet has increasingly recognised that an organisation's best assets are its people. However, organisations often have limited ability to tap into people's knowledge. In recent years, many development organisations have used Knowledge Management (KM) approaches to get to the heart of what the organisation knows both as individuals and as a group.

KM is comprised of a variety of methods, practices and tools originating from the business sector. Private sector companies that have adopted a KM approach have linked it to their overall business strategies in an effort to be more effective in their work. For these organisations, KM is directly linked to the bottom line.

Bellanet believes that KM goes beyond simply changing technologies and systems to changing organisational culture, processes and practices in order to extract, capture and facilitate the flow of knowledge both internally and with external stakeholders. Experience in applying KM has established evidence that true development collaboration can only exist when organisational cultures value learning and are open to new ways of working. KM is viewed as a practical approach that enables development partners to support and nurture collaboration, both within their respective organisations and the development community as a whole.

By working on KM strategies with institutions and networks, organising workshops, and hosting online community spaces for discussion and reflection, Bellanet is striving to help make knowledge and learning the centre of development practice in the 21st century.

#### HISTORY/EVOLUTION

Bellanet recognised that there was a need to address organisational change required to incorporate knowledge sharing into the culture of development organisations and therefore organised the first international KM workshop in Washington, in February 2000. At this workshop, the need and idea for forming a community of KM practitioners in international development was discussed. The idea was formalised after being proposed by participants at the second workshop in Brighton in June 2000. After this session, Bellanet proposed taking the lead in moving these ideas forward by supporting the community through a website and mailing list, which became KM4Dev.

### Washington 2000 Workshop Descriptions

THEME: Understanding Knowledge

OBJECTIVE: Provide a common understanding of Knowledge Management including how it applies to the field of international development and related development organisations.

THEME: Defining Your Organisation's Knowledge Business & Strategic Purpose

OBJECTIVE: To enable participants to portray their organisational business model as it relates to KM, and to identify the strategic purpose and benefits of KM for their organisation.

THEME: Managing the Knowledge Structure & Process

OBJECTIVE: Provide insight and guidance to the development of a KM approach in a development organisation by: i) identifying the key focus areas in an organisation for a KM approach; ii) providing diagnostic aids to help self-assessment of readiness in each focus area; iii) providing guidance on the next stages of development that respond to the state of readiness.

THEME: Building a Knowledge Culture & Momentum

OBJECTIVE: Provide guidance and experience in how to foster an organisational culture that embraces, integrates and utilises KM.

THEME: Fostering Knowledge Management Networks

OBJECTIVE: Provide an opportunity for participating organisations to learn about collaborative approaches to the development of KM and to lay the groundwork for international networking and joint learning in the developmental community regarding KM.

## THE OBJECTIVES OF KM4Dev

*To bring together KM practitioners working in the international development community in order for them to share their experiences in developing and implementing KM strategies.*

While this objective has not changed, the community has continued to grow and increasingly there appears to be less consensus on the focus of KM4Dev. Case study interviewees suggested that a new tension may be emerging between existing members who are focused on KM within an organisation and newer members who are more focused on knowledge sharing between organisations or in networks.

## THE PARTNERSHIP

Originally, large bilateral and multilateral organisations formed the majority of participants in KM4Dev, along with funders of workshops (e.g. CIDA, IDRC, DFID, GTZ, SDC, UNDP, World Bank, etc.). After the Brighton Workshop, some larger international non-governmental organisations (NGOs) became participants in the community, followed by organisations located in the South after the Chennai and Maputo workshops. The community has been growing, primarily, by word-of-mouth and now includes consultants, academics and students from everywhere in the world. The community has grown to 230 members who participate in different ways, such as attending workshops, contributing to online discussions, posting links and news to the website and/or creating an FAQ resource.

Since its inception, Bellanet has invested a great deal of staff time in the KM4Dev project including helping to organise workshops, maintain the website, and facilitate the mailing list. Three Bellanet Program Officers are currently involved and contribute approximately one-third of their time – 35%, 30% and 20%, respectively – to KM4Dev activities.

## IMMEDIATE RESULTS

KM4Dev was a vehicle created to meet an immediate need of developing a community of practice that would link up professionals working in the area of KM and bring them together to share their experiences. The original outputs were focused on specific KM workshop reports and presentations. Since then, it has evolved to meet the demands of this emerging community and outputs have expanded to include an electronic discussion forum, a broader sharing of best practices and lessons learned and expanding a participants professional network in the area of KM.

## DESIGN AND DELIVERY OF KM WORKSHOPS

Bellanet provides community members with support in organising KM workshops and to establish side list discussions. Since 2000, Bellanet has organised and delivered five workshops:



- ⇒ The Hague 2002;
- ⇒ Maputo 2002;
- ⇒ Chennai 2001;
- ⇒ Brighton 2000; and
- ⇒ Washington 2000.

The workshops are viewed by all interviewees as an excellent opportunity to expand KM networks discuss KM issues, challenges and best practices with other KM practitioners working in the development community. In addition, each workshop is viewed as providing material that participants can use and apply in their own work environment.

*"I obtained a lot of valuable training and material from the Brighton workshop. A lot of the information I received is still very useful to me today – I'm still using it and benefiting from it. In the end, KM4Dev has given me some great ideas that have guided me in developing a KM strategy for my organisation."*

In one case, it was noted that a participant came away with a better understanding of KM, how to cooperate to achieve things, and the role of ICTs in supporting KM. It was noted that Bellanet's workshops challenged participants to look beyond traditional ways of working within organisational structures and helped to explore these new avenues. Bellanet's approach to KM also helped the participant see that technology is nothing without the backing of the organisation to bring the right information, to the right person, at the right time. Bellanet's KM workshops also reinforced the notion that understanding corporate culture is critical to the successful implementation of KM practices.

Ultimately, Bellanet's strength is seen as its approach to KM and not the technical services. As noted by one interviewee:

## HOSTING AN ONLINE DIALOGUE

Online dialogues are viewed as supporting the continued development and dialogue within the community following the KM workshops. These online dialogues are perceived to be an important, informal mechanism for supporting constant collaboration and in building networks and partnerships. As noted by one interviewee,

*"The online dialogue and list was very important in inspiring my own work – giving hints and ideas – especially when I started to develop a KM strategy for my own organisation."*

The online dialogue is viewed as providing a sounding board, which is important as many organisations have small or singular KM units with minimal support networks. One interviewee noted that the online dialogue was useful for posing questions and receiving various perspectives and solutions to problems. Two other interviewees mentioned that it was quite difficult to find the time to actively follow or contribute to the dialogue; however, still felt that it was a useful resource.

## A VIRTUAL NETWORK OF RESOURCES

One of the most visible products of KM4Dev is a huge archive of documents and information, including documentation and publications such as workshop materials and presentations, links to other documents, articles, research, FAQs, and mailing list archives.

It was suggested by one interviewee that Bellanet could do more with the outputs of the lists including creating knowledge from the ideas presented and outcomes from dialogues. It was recommended that Bellanet find new ways to process and capture information generated in the discussions and lessons learned. While it was recognised that participants can do full text searches of KM4Dev archives for information, this was viewed as being too time-consuming.

For example, one interviewee noted that:

*"Once on KM4Dev there was a discussion on ways organisations can conduct exit interviews for people who are leaving. It would be interesting for the moderator to sum up the discussion and extract the knowledge and the lessons learned. This would give participants a condensed version of the discussion that would be more easily accessible."*

While it was suggested that KM4Dev and its topics should remain participant driven, it was noted that more structure would help the community to better capture the knowledge that is being generated.

## TECHNOLOGY PLATFORMS

Those interviewed for this case study indicated finding the list server accessible and simple to use. As one interviewee indicated:

*"I have found the listserv to be simple to use and accessible to everyone."*

*"...my experience with Bellanet on the KM front has taught me that it's not the most fancy or complicated technological solutions that are the most effective at getting results but rather simple tools that facilitate dialogue. Bellanet has a sensible approach to technology and this has been a useful lesson for me to apply back in my own organisation."*

Interviewees indicated that they appreciated the tools that Bellanet uses and noted that while they are not the most fancy or complicated, they are very effective and help to facilitate dialogue. Bellanet is credited with taking a sensible approach to technology and providing participants with a useful lesson that they can apply in their own work environment.

## KM4DEV AS A COMMUNITY OF PRACTICE

Bellanet recently undertook a survey of KM4Dev participants to determine if KM4Dev was succeeding as a Community of Practice on KM and Development. The survey received a 10 percent response rate and on the whole, respondents reported that it is succeeding in general terms as:

*"a useful source of interesting ideas and thinking and a way to stay abreast of various practices."*

There was a sense of the "uniqueness" of this community as the only one "that deals with issues of KM among development organisations of both the North and South" and that it creates linkages between "people who are not necessarily like-minded" but who share a similarity of purpose.



*"My connection with Bellanet and my participation in the workshops has been extremely important and critical in informing the development of a KM Strategy within my organisation. It has helped me to connect with other donor organisations and allowed for greater sharing in the design process. It has provided me with tremendous learning and networking opportunities that are priceless."*

However, respondents also noted a desire for more concrete products from KM4Dev. Examples of recommendations include:

- ⇒ Critically engage" with KM methods, techniques and approaches on how they would work in a practical 'field' context;
- ⇒ Bellanet could provide more "practical guidance" on the implementation of KM initiatives in development organisations (e.g. best practices, support desk);
- ⇒ Need to demonstrate the value of KM to development practitioners;
- ⇒ Need to move beyond the list discussion to collaborative development of key papers; and
- ⇒ Need to focus more on the "dev" aspect of KM4Dev.

Bellanet has been responding to this new demand. For example, after the last workshop in The Hague, participants were asked to brainstorm around the important questions and issues related to KM for development. The outcome of this session was turned into a question and answer document. This document was then posted on the website and participants have been asked for comments.

## FOCUS ON GENDER

While it was noted that gender equity or equality was not a stated objective of KM4Dev, the interviewees recognised that Bellanet always ensures a gender balance of participants and presenters at all KM4Dev workshops and meetings. For example, in developing the Chennai Workshop, the organisers, through the process of identifying the regional networks to present their stories, included gender as a selection criterion.

## SUSTAINABLE OUTCOMES

### SUSTAINING A COMMUNITY OF PRACTICE

KM4Dev was originally created as a vehicle to support the development of a community of practice that would bring together those interested in the KM field and allow for the sharing of experiences, knowledge and lessons learned. KM4Dev started out as mailing list following the 2000 Washington KM Workshop which grew into an interactive website, and the provision of support for people using the website. At the outset, Bellanet had only intended to bring the community together through a mailing list, series of workshops and the subsequent provision of the workshop-related materials. However, as the community began defining its own needs and direction, there has been a growing demand for insight and guidance in KM strategy development, the desire to harness the knowledge created within KM4Dev and the creation of more theoretical papers and articles.

Bellanet believes that organisations that focus on information technology as the primary basis of a KM strategy often develop very costly and ineffective strategies. A long-term outcome of KM4Dev has been the building of capacity within the community around knowledge sharing and KM practices, supported by information and communications technologies (ICTs). As noted by interviewees from CIDA and Helvetas, participation in KM4Dev has helped to guide the

*"My participation in KM4Dev has helped me to guide the development of more integrated KM strategies within my organisation".*

*"In terms of networking and community, it's possible for small organisations to punch well above their weight – where it can influence larger organisations and their perspectives. Bellanet is a perfect example of that. They have developed and helped to keep the KM network alive – by arranging face-to-face and keeping the dialogue moving."*

*"When I began working with Bellanet I didn't know anything about KM or knowledge sharing. Now we are implementing our own strategy and have developed our own community of practice, including knowledge maps. All of this has been influenced by what I've learned through Bellanet and the KM workshops. It really helped to have someone and an organisation, like Bellanet, who are experts in the area of KM – this gave me credibility in building our own KM strategy and community of practice."*

development of more integrated KM strategies within these two organisations. It is recognised that KM4Dev cannot be sustained through virtual dialogue alone but instead must be balanced with face-to-face meetings, which are critical to building sustainable trust and relationships.

All of those interviewed for this case study strongly agreed that one of the key success factors of KM4Dev is attributed to the combination of face-to-face workshops and the online listservs. It was suggested that Bellanet should continue to expand its KM workshops and use the listserv to keep people connected and the discussion alive.

## RESPONDING TO THE DIVERSE NEEDS OF THE COMMUNITY

As the community expands, there is an ever-increasing challenge to respond to the membership's diverse needs and requirements. Half of the KM4Dev members interviewed for this case study were interested in seeing the creation and implementation of more workshops in the South and other specified sectors, although no specific examples were provided. However, it was noted that a lack of funding was a re-occurring obstacle preventing these needs from being met. There is a concern that donors have been traditionally more willing to sponsor workshops in the North, such as the upcoming workshop in Ottawa, Canada in May 2003. As a result, it was noted by two interviewees that Bellanet has experienced some difficulty in obtaining funding for workshops in the South. Similarly, it has also been difficult to obtain funding to bring people from the South to workshops taking place in the North. For example, in The Hague, it was noted that Bellanet spent a great deal of time trying to secure funding for participants from the South and in the end, only managed to support two participants.

## DEVELOPING KM CHAMPIONS

In establishing KM4Dev, Bellanet has helped to link KM practitioners in both northern and southern organisations. Interviewees indicated that this was a critical outcome as they feel it is very important to have peers who help sustain motivation and with whom they can discuss issues and ideas at a similar level of understanding.

In some cases, workshop attendees have become KM champions for Bellanet. In one instance, an NGO representative who participated in the KM workshops indicated becoming a champion of KM strategies and of Bellanet. In this case, the participant strongly encouraged his/her organisation's primary funding agency, SDC, to become a core donor of Bellanet in order to support Bellanet's work in the area of KM.

## IMPACTS ON PARTNERS/ORGANISATION

It was noted that KM4Dev has helped to develop a culture of collaboration within participating organisations. It was also stated by a number of interviewees that the quality of collaboration has been evolving and improving. For one interviewee, KM4Dev has also helped to support better KM and collaboration with regional offices and people in the field.

*"The success of KM4Dev is attributed to Bellanet as a small consortium and their ability to take a position of neutrality. It was suggested that if donors took on the KM4Dev, the initiative would not be as effective as they would not have the same credibility and perception of objectivity as Bellanet."*

*Bellanet is recognised for their commitment, sincerity, competencies and expertise – particularly in the area of KM."*

KM4Dev is viewed as being supported by effective facilitative and collaborative processes (e.g. online discussions and workshop development). Based on the recent KM4Dev survey, it was felt that the initiative supports an open flow of information and idea-sharing on KM and development. The quality of the discussions and interactions (e.g. debates, insights, inputs, points of consensus around issues, asking the hard questions) and the sharing of resources and information were viewed as providing people with valuable information that they were able to apply within their own organisations.

One interviewee indicated that by sharing KM approaches and practices through KM4Dev – such as After Action Reviews (AARs) and peer assisted reviews – their organisation is looking to adopt certain elements of these practices to support a learning organisation.

It was noted by another interviewee that KM4Dev has helped to develop a more sophisticated understanding of the role of ICTs in development and to increase an organisation's capacity to use ICTs to improve what and how an organisation works. However, Bellanet's focus on people over systems has also been adopted by all of those interviewed for this case study. One interviewee noted:

*"While direct attribution is difficult to make, our participation in KM4Dev has really influenced our organisation's approach to KM – which is focusing on the people side rather than the technology side in developing a KM strategy."*

Bellanet is viewed more as an "orchestrator of influences". Another representative described Bellanet's role in the KM4Dev as that of "outreach, facilitator, catalyst, match-makers, missionaries – because the people at Bellanet do work in what they deeply believe in. Those interviewed for this case study noted that Bellanet has demonstrated a solid foundation of principles:

*... "they walk the talk that they teach".*

*"I'm now asked to do presentations and conferences on the topic of KM. My participation in KM4Dev has helped to develop my own reputation as an innovator in the field and has helped me take the leadership role. This was not an outcome I expected at the beginning – but I see it as a successful outcome."*

Bellanet's work is viewed as influencing the actions and behaviours of donor organisations that also fund the work of other organisations. The influence of Bellanet is that of helping participating partners and donors shift their approach to KM, which includes helping organisations change what they communicate and how they communicate it.

KM4Dev is further credited with developing KM champions and experts. In some instances, participants who were novice in the KM field in 2000 are now considered experts.

## POTENTIAL OBSTACLES

There is a fear among approximately half of interviewees that KM4Dev runs the risk of becoming a mailing list. It was recommended that Bellanet find new and innovative ways of promoting collaboration within the community.

## LESSONS LEARNED

### FINDING A BALANCE

*"KM4Dev has been an excellent source of learning and for helping to accelerate the KM learning process. By providing the workshops and creating a network to draw upon, KM4Dev has helped me and my organisation build a decent KM capability in a short period."*

A community of practice is viewed as an excellent means of providing peer support as long as there is a balance of direct and virtual interaction. Within KM4Dev, the workshops are viewed as the most important vehicle for developing the community of practice because they establish initial trust and generate momentum. While this balance is openly discussed within the community, it was suggested that KM4Dev might expect too much from the virtual side. While it is recognised that Bellanet faces financial limitations, it was suggested that if The Hague Workshop was intended to give direct contact and continuity within the community, that it may have come too late as a follow up to the Brighton workshop (approximately two years).

KM4Dev is viewed as a successful community of practice – something that is "precious and rare". As a result, it was recommended that Bellanet and its partners invest more on the "face-to-face" side to keep the community alive and active.

The online dialogue is viewed as an effective mechanism for helping to keep the community connected and alive in between face-to-face meetings. It was also noted that strong personalities, or champions, within the community have also helped to keep the community moving forward.

### FACILITATING COMMUNITY DEVELOPMENT

It was noted that KM4Dev's success has been rooted in the presence of a Bellanet champion who can facilitate the discussion group and continue to "stoke the fires" in order to keep the discussion going. It was suggested that, at times, there is too much activity and, at other times, there is limited activity, but what keeps the community alive is an experienced facilitator. As KM4Dev is a community of practice, it is more than a Bellanet initiative – rather it is a community of individuals for which Bellanet provides support and facilitation. It was suggested by one interviewee that Bellanet could better manage the transition when facilitators/champions need to be replaced.

As previously noted, Bellanet introduced KM4Dev as an initiative that is driven by the needs of the people involved. Increasingly, the diverse needs of the community are creating significant challenges to address.

### FUTURE DIRECTIONS

From Bellanet's perspective, it is becoming increasingly difficult to meet the variety of needs within the community of practice.

It was noted by a representative of Bellanet that it has been looking for ways to fund workshops in the South, including identifying southern partners who have an interest in developing workshops in these areas. It was recognised that the community in the South is broad and not all will have the technological capacity or infrastructure.

*"It is the delivery van of KM, Bellanet can choose to focus on IT side or focus on what you're trying to move around in the delivery van. Bellanet will have much more impact and value-added trying to influence and change KM at a more strategic level. While Bellanet can focus on both, I would recommend that it not lose sight of what is on top of the equation – KM is support by IT."*

*"I would like to hire people from Bellanet or mandate them with certain tasks or activities that would be supported and of interest to the community.*

*Unfortunately, the major obstacle to this is not Bellanet, but is more based on geographic location. In Europe, many organisations find it easier to collaborate with institutions that are closer in proximity, therefore it is often difficult to bring Bellanet into the game."*

In recent years, Bellanet has been shifting its focus from KM4Dev workshops with donors to holding similar workshops in the South. However, it was recognised that there is no consensus on this shift, which is seen as a significant challenge for Bellanet. In addition, by expanding the focus of KM4Dev to include partners in the South, some participants have indicated that Bellanet is diluting the original purpose of KM4Dev, which was to work with KM practitioners who are tasked with a KM strategy or unit within their organisations.

As a result of the expanded membership, some of those interviewed for this case study indicated that the discussions on KM4Dev are not as relevant as when the community was first formed. With new entrants in the community, it has been noted that questions and issues being raised are similar to those discussed when KM4Dev began.

With this being said, it has been noted among Bellanet donors that there are benefits from introducing new members and ideas, including those from NGOs. In the upcoming KM Workshop in Ottawa, Canada (May 2003), participation has been expanded to allow all interested members from the KM4Dev community to participate in the first two days of the workshop and the third day will be open only to donor organisations.

It was recommended by all those interviewed that Bellanet continue to focus on the cultural and organisational changes that need to happen, and not the IT end. IT is viewed as the "enabler". It was suggested that there are a number of organisations that can provide the IT expertise and develop the infrastructure and that Bellanet needs to "stick at the higher end" the more strategic and cultural change, including attitudes and behaviours, that is required to support KM and IT should only be viewed as supporting the change process. As suggested by one interviewee, in the end, "IT and ICTs are about bits and bites and files". The only reason people move bits and bites and files – is to share knowledge. Once knowledge is pulled out of an individual's head – it becomes information. As a result, it was suggested that technology cannot lead the process but can only serve to support knowledge transfer.

It was highly recommended that Bellanet continue to move forward with KM throughout the development world. KM4Dev is seen as inspiring people and developing their capacity to champion KM throughout the world. KM4Dev is viewed as "a brilliant sounding board" and support to people who are trying to make real cultural change within their organisation.

*"You can't underestimate the value of an organisation like Bellanet that has the ability and in-house competence to deal with knowledge management and offers eye-openers on how and ways to appropriately deal with knowledge within the organisation. On the commercial side, knowledge management organisations generally build KM structures and use these systems to store information with a search function for retrieval. Bellanet's approach is completely different and unique. Through Bellanet's work in the area of KM, they helped me see the need to improve communications and KM practices within and between international organisations. Bellanet moved beyond the technology to focus on organisational structure and culture. If KM is not addressed at this level, any KM strategy becomes a costly process for shuffling information around. In the end, Bellanet helped me see that our organisation needed to change the corporate culture and management structure to better support KM. What is unique about Bellanet is that they recognise that knowledge rest in the heads of people and they do not offer any defined model to get it out. In the end, Bellanet provided me with a different way of looking at KM and challenged me to adapt KM principles to my own organisation's unique culture."*



## LEAP

### HISTORICAL OVERVIEW

#### THE EMERGING NEED

There was a recognition that many development organisations were increasingly involved in the rapidly growing field of information and communications technology (ICTs), and were conscious of:

- ⇒ The potential impact of skyrocketing investments in ICTs on all development sectors;
- ⇒ Development communities who are increasingly empowered by ICTs with more direct participation and more informed actions; and
- ⇒ The threat that the combined trends of globalisation and the information revolution can leave unprepared developing countries further behind than before their investment in ICTs.

While these development organisations have begun responding to these forces, they often did not have a coherent basis for decision-making informed by experience and accumulated knowledge.

The Learning and Evaluation Action Program (LEAP) was developed as a response to these concerns. It promotes a coordinated and comprehensive approach to learning about the use of knowledge and ICTs in international development. The intent of LEAP is to support development organisations in learning from their own activities, as well as activities of other stakeholders, and to develop a better understanding of the role-played by information, knowledge and ICTs in development.

#### HISTORY/EVOLUTION

LEAP was originally proposed by Bellanet and the International Development Research Centre (IDRC) based on a shared recognition of a need to promote a more collaborative effort to support learning and evaluation especially around the use of ICTs. The concept of LEAP fully evolved and emerged from a second Global Knowledge Partnership conference (GKP-II) in Kuala Lumpur in 1999 (*Building Knowledge Societies: Spotlight on Kuala Lumpur*). At this conference, following a series of discussions, LEAP gained the support of over 50 individuals who represented various development and donor organisations.

At this conference, there was an interest in developing a few flagship, corporate strategic initiatives that were of interest to everyone in GKP. LEAP was one of the initiatives identified by Bellanet and IDRC and it received the strongest expression of interest from individuals and organisations. LEAP was proposed as a positive initiative that would develop a common approach to learning and evaluation issues. Within the community, there was recognition that both learning and evaluation were raising issues and problems that were too complex for any one organisation to address, but remain necessary activities to inform decision-making.

The GK-LEAP initiative (later renamed to LEAP) was discussed extensively by the GKP and was adopted by the partnership as a major plank in their multi-year Action Plan. After the meeting, a number of individuals provided input to the formulation and design of the GK-LEAP program and indicated an interest in participating in the implementation of GK-LEAP.

At the time that the concept of LEAP was emerging, Bellanet recognised that it needed to play a role in the learning area in order to achieve its mission and viewed the area of learning from ICTs and collaborative partnerships as a natural fit. From Bellanet's experience, it was clear that the development community was excited by the opportunities afforded by ICT initiatives. However, there were few mechanisms to learn from these experiences. LEAP was viewed as a way to introduce a community-based approach to learning and evaluation and a mechanism for sharing lessons learned.

Bellanet and IDRC decided to invest both financial and human resources in LEAP. At the initial stage, as partners and co-investors, IDRC invested \$160,000 with Bellanet, as the lead implementer, offering an in-kind contribution of up to \$35,000. Additionally, IDRC brought groups from its existing ICT project partners under the LEAP umbrella to encourage an exchange of experiences with the broader community.

At the beginning, there was a strong movement to get the GKP to support GK-LEAP and there was a great deal of optimism that GK-LEAP would be a key activity. In the end, GK-LEAP did not appear to stand out from other activities and it was found that those individuals and organisations, who had earlier expressed an interest in GK-LEAP, were not committed to acting on their interest in order to move the initiative forward. This lack of support was somewhat of a surprise to Bellanet and IDRC given that GK-LEAP was approved by GKP and included as a corporate initiative in the workplan. As noted by one interviewee,

*"GKP produced a follow up report one year after which demonstrated action from in-action because in reality not much really happened."*

Given the lack of support within the initial year, Bellanet continued working with IDRC to move the LEAP initiative forward, including supporting the development of a bibliography, evaluation frameworks, courses, etc. The initial vision of establishing one community shifted to include bringing together smaller communities to cross fertilise.

LEAP is currently managed by Bellanet, with support and involvement from IDRC. Other organisations, such as The City University, London, CTA and IICD have also supported the initiative.

## PROGRAM OVERVIEW

### RATIONALE

LEAP's vision is the establishment of a learning consortium that shares its experience with all those pursuing more effective use of knowledge and ICTs for development.

LEAP hopes to foster an environment where individuals and organisations in development learn from their own activities, as well as the activities of other stakeholders, and who better understand the role played by information, knowledge and ICTs in development.

### OBJECTIVE

LEAP was established to support and promote learning and capacity building in and among development organisations. LEAP's objectives are to:

- ⇒ Ensure that the experiences of the development community are captured, shared and used to inform future actions by the community;
- ⇒ Develop new individual and collective capabilities for more effective knowledge and ICT-oriented learning and evaluation among participating organisations; and
- ⇒ Conduct research around organisational learning and evaluation related to knowledge and ICT-oriented international development projects, programs, and strategies.

## MEETING THE NEEDS OF PARTNERS

### EXPECTED VERSUS IMMEDIATE RESULTS

LEAP was established to build on the momentum of GKP-II and to build a community of practice around shared knowledge and evaluation methodology to support more effective learning and the sharing of best practices.

LEAP resulted in a number of key activities designed to build a community of practice. These activities are as follows:

**Output 1:** Conduct a Baseline Study (2000) – *The State of the Art in Learning from Evaluation of ICT and Knowledge Initiatives in International Development*

### PART I: AN ANNOTATED REVIEW OF THE LITERATURE ON LEARNING AND EVALUATION FRAMEWORKS, CONCEPTS, METHODS, TOOLS, MODELS AND POLICIES

#### Expected Results

This review was designed to:

- ⇒ Identify and collect key documents and studies, from both published and unpublished sources, related to the scope and aims of LEAP;
- ⇒ Extract from this body, specific material related to concepts, frameworks, methods, policies, and tools; and



- ⇒ Consolidate the extracted material so as to provide a coherent overview of the state of the art, identifying consensus ("schools of thought"), divergences, and areas in need of further work, and proposing a "typology" suitable to understanding the breadth of the field.

### Actual Results

There was substantial internal discussion regarding the type of software to be used (i.e. customised vs. off-the-shelf including Biblioscape) and the process of contributing documents (i.e. hiring a consultant or relying on the community). Due to the looseness of the LEAP community, a consultant was hired to conduct the review. A framework for annotation/structured commentary was developed and built into the customised bibliographic application added to the LEAP workspace. This promoted consistency and was not necessarily constrictive.

According to one interviewee, the draft document was completed over one year ago and it still has not been circulated with the community nor has it been reworked into a more user-friendly format. It was suggested that the bibliography has yet to be shared within the community as Bellanet is waiting for a new platform to launch the bibliography.

## PART II: A SURVEY OF WHO IS DOING WHAT WITHIN THE COMMUNITY

### Expected Results

The survey was expected to:

- ⇒ Map out potential partners; and
- ⇒ Contribute to the body of knowledge.

The primary purpose of the study was to create an overall profile of organisational and team learning practices and attitudes in the international development community.

### Actual Results

A general questionnaire/survey was created which had very low response rate. As a result, the value of the survey was perceived as limited.

## PART III: A DATABASE OF EXPERTS AND INTERESTED ORGANISATIONS

### Expected Results

This component was designed to build on the results of the survey. Its objectives were to:

- ⇒ Identify organisations and experts within and outside the community of international development programs; and
- ⇒ Facilitate access to relevant expertise by participants in LEAP.

### Actual Results

A database of experts was created based on the names collected in the survey but it was renamed to Resources/Interested Persons and a mailing list was created to link individuals.

## Output 2: Creating an Online Workspace (Community)

### Expected Results

The intention of the online workspace was to facilitate learning by:

- ⇒ Providing a platform for resources; and
- ⇒ Providing an interface for participation in LEAP.

Listing of Community Workspaces	Description
Original GK-LEAP	<p>In March 2000, the Global Knowledge Partnership (GKP) met in Kuala Lumpur and adopted LEAP as a Strategic Corporate Initiative. This community is composed of GKP partners interested in learning about the use of knowledge and evaluation of ICTs in development.</p> <p>Given the circumstances regarding the lack of actual support for GK-LEAP, this community has been inactive for some time.</p>
PANTLEG	<p>The PAN Telecentre Learning and Evaluation Group (PANTLEG) consists of researchers and practitioners working with telecentre projects in Asia. The group was created to establish a community of practice of telecentre people scattered all over Asia. The purpose of the group is to support methodological explorations of telecentre evaluation, to support joint comparative evaluations of telecentre projects, and to facilitate exchange of research results and researcher between the individual projects.</p> <p>PANTLEG is supported by LEAP.</p>
Evaltica	<p>Evaltica is the name of a community formed by IDRC and a selection of its programs and projects focus on the use of ICTs in development. This community came together in order to develop a common framework for the evaluation of ICTs among its participants.</p> <p>Recently, Evaltica had a meeting in Costa Rica to discuss, among other things, the need to test the evaluation framework in the field. The framework has not advanced to field-testing as no funding could be identified.</p> <p>The community exists independently of LEAP but receives support and funding from it.</p>
IMPACT	<p>IMPACT was started through a discussion between representatives from IICD and CTA who thought the community was a good candidate for the LEAP Community Workspace.</p> <p>LEAP IMPACT aims to improve the institutional performance of monitoring and evaluation practices related to information services, information products and information projects. It is a community of practice open to all individuals/organisations interested in the evaluation of information.</p> <p>LEAP IMPACT is a joint initiative of the CTA, IICD, Bellanet, KIT, FAKT, and GTZ. Over the last two years, IMPACT has produced two workshops (Bonn and Amsterdam), a bibliography, a manual and papers have been funded under the community of practice.</p> <p>The success of IMPACT is viewed as being related to the dedication of the participating organisations that have the available money/resources to undertake the needed efforts.</p> <p>IMPACT is now developing a tool kit for evaluation. Bellanet and its partners expect to begin testing the tool kit in the summer of 2003 and published in 2004.</p>

*"One of the brilliant things is that it allows me to leverage the community, which has made my work much more interesting – more informed because I am able to work with other people with different perspectives. Because of my involvement with LEAP, I now recognised that an essential step in development is to combine resources to produce better outputs and outcomes."*

Since its inception, LEAP now has workspaces affiliated with the initiative, not including the original workspace of GK LEAP. Many of the communities within LEAP were located by word-of-mouth with Bellanet trying to establish the links and build partnerships.

### Actual Results

Of the Community Workspaces identified above, Evaltica and PANTLEG are viewed as having evolved the most and have become the primary workspaces where LEAP ideas are being discussed. As a result of the demand from these community workspaces, LEAP has shifted gears and provided services to these groups to help them interact with one another and move forward. Bellanet recognises that LEAP communities tend to be transient and therefore tend to emerge around a common interest or issue and disband when participants' needs have been met. Momentum within each community also appears to be strongly linked to having an effective group leader or champion to facilitate and spur on the discussions. Often times, when this person leaves the group, the group tends to flounder unless someone else independently takes up the leadership role.

While the GK-LEAP workspace has not continued as an active group, its creation provided a user-friendly, common portal, which has supported the establishment and merging of other LEAP community workspaces.

LEAP has evolved from focussing on a single community workspace (e.g. GK-LEAP) to a broader network of community workspaces created to meet the unique interest needs of the community of practice it serves. It was hoped that some commonalities across the groups would lead to cross-fertilisation of ideas and best practices, however, it was noted by one interviewee that this is not a rigorous practice. Where cross-fertilisation has taken place, it was largely attributed to personal contact between key players in each group. It was noted that a discussion did break out between Evaltica and PANTLEG.

In the Community Workspace, IMPACT, Bellanet has the most partnership-like role and plays a larger part within this community compared to others. In many of the Community Workspaces, Bellanet has acted as the implementing consultant and some Community Workspaces were curtailed due to lack of involvement from others in the community.

Debate continues as to whether there is a common core of subjects among these groups to move the discussion to one primary group rather than the sub-groups. As one interviewee noted, the current structure may be too decentralised to support ongoing momentum.

### Output 3: Designing, Developing and Implementing a Workshop to Launch LEAP

#### Expected Results

An initiative launch workshop was expected to bring together approximately 40 professionals working with development organisations in the South and the North, who were trying to learn from the evaluation of knowledge and ICT initiatives in development.

*"Bellanet plays an important role in developing and maintaining the workspaces. They are very committed to the collaborative process and are able to remain objective. When the group doesn't know what to do – Bellanet has encouraged the group to come to a decision on what they want to do rather than influencing the direction of the decisions. Bellanet has also given me lots of advice on the facilitation, particularly in hosting our own first e-conference. Bellanet helped me through it and without Bellanet it wouldn't have happened."*

### Actual Results

LEAP was never officially launched. Bellanet took part in the LEAP IMPACT workshop in Bonn, Germany in October 2001, and participated in the workshop in Amsterdam, Holland in November 2002.

### Output 4: Testing & Validating the LEAP Evaluation Framework

#### Expected Results

LEAP would provide the context to test and validate a joint ICT evaluation framework and it was expected that Fundacion Acceso would lead this process.

#### Actual Results

An evaluation framework is still being drafted (v5.2) as a joint effort by Klaus Stoll, Fundacion Chasquinet, Michel J. Menou, The City University London, Kemly Camacho, Funaction Acceso, and Yacine Khellady.

The expected participation did not emerge in the development and testing of frameworks.

## SUSTAINABLE OUTCOMES

### EVOLVING THROUGH COLLABORATION

LEAP was designed to be implemented by a community of interest composed of managers, program staff and evaluators who would focus on learning about the role of ICTs and capturing the existing body of knowledge in international development through research, capacity building, and practical learning.

LEAP was able to build on IDRC's on-going evaluation and learning activities, including the Evaluation and Learning System in Acacia (ELSA) and the development of a joint ICT evaluation framework involving the Evaluation Unit, Acacia and Pan, as well as Bellanet and partners in the South.

Given the reduced support from GKP and lower than expected participation and interest levels, Bellanet sought out active communities "where real people were doing real things". When these communities were found, Bellanet joined them as a partner; providing varied levels of contributions within each community.

While IDRC was an active partner at the beginning of LEAP, IDRC's participation is viewed as in decline due to the departure of a key IDRC employee who was actively engaged in LEAP. Bellanet has since expanded the partnership to include IICD, CTA, and others who contribute funding to organise and conduct workshops, bring in people from the south, facilitate the process, and create a bibliography.

In relation to the community workspaces, some groups underwent intense phases of collaboration and cooperation resulting in the sharing of information and research and documents being developed. This is particularly true of PANTLEG and Evaltica, where, in the beginning, the group produced a framework to be tested in the field. The field test, however, was never done, as in this instance, partners believed Bellanet would pay for the testing of the

*"Lots of what's happened within IMPACT has developed through the chemistry of the partners involved and in the ability of the group to work together quite intensively. The IMPACT network is as important as my own colleagues."*

framework, while Bellanet thought community members would sponsor it. Interviewees involved in the framework's development revealed that they feel the evaluation framework still needs to be tested, properly advertised and distributed.

In terms of outcomes, the community workspaces are viewed as supporting more effective information and knowledge sharing that ultimately results in better collaboration within a community of practice. Bellanet's role in fostering and supporting these communities of practice is viewed as important with respect to facilitating dialogue and a group identity for the community of practice. However, it is recognised that each group excelled when there was someone of the group at the helm to facilitate discussion and champion ideas.

## CONDUIT WITH THE COMMUNITY

LEAP serves as an umbrella structure and focal point for individuals and organisations in the development community who have an interest in the area of learning and capacity building. Bellanet is perceived by those consulted for this case study as being successful at attracting the interest and involvement of these various groups.

Participants and partners who took part in this evaluation placed a high value on LEAP in that it provides them with the ability to discuss issues and share ideas with new people.

There is a general feeling that within LEAP, there is a collective learning occurring that helps the community to move forward. However, it was noted by one interviewee:

*"I keep hoping that after each round of discussion- we would get a bit farther. This would require a more focused discussion which is captured and developed into new documents and information".*

One of the biggest challenges identified for community workspaces is the ability to link new participants into ongoing dialogues. In some cases, it was felt the introduction of new participants has led to the revisiting of "old ground" discussions. While it was recognised that new entrants benefit and learn from the experiences of others, it was felt that Bellanet could do a better job of capturing the learning from past discussions and that these could serve to orient new participants in previous dialogues.

In order to achieve this, interviewees noted that Bellanet could harness the knowledge created in these discussions by developing tools, templates and documents such as:

- ⇒ Fact sheets on lessons learned and best practices; and
- ⇒ Writing articles/papers that capture the essence of the dialogue.

*"One of my own lessons from my experience with Bellanet and LEAP is the fundamental learning that you can achieve great things through collaboration. It is a great way of working which achieve more effective and informed results..."*

## BUILDING COMMUNITIES OF PRACTICE

The experiences of LEAP are viewed as shifting the focus of Bellanet away from systems to helping build and nurture communities. The majority of those consulted for this case study indicated that their experience with LEAP has demonstrated that, very rarely, does a pure systems or IT approach work.

From Bellanet's experience with establishing LEAP, it would appear that it is important to build the community first in order to ensure that the community drives the initiative. In the end, an initiative like LEAP cannot be driven by one organisation. Bellanet has adopted its approach to LEAP by shifting to a varied community approach in which it looks at different ways to engage and use communities.

Interviewee experiences with LEAP indicate that the various communities of workspace were generally successful when there was someone who had the time and energy to champion the initiative and make things happen. This is particularly true when communities are comprised of participants who reside around the world and generally have high demands and workloads. For example, a representative from IDRC was viewed as a champion for PANTLEG. Within this group, there was strong interest and far reaching plans to provide services and learning from PANTLEG, particularly in providing advice to governments in the planning of telecentres. There was also a perceived need to better analyse the material that had been collected through the electronic discussions in order to create a theoretical framework to present to policy makers. However, it was noted that when a key representative from PANTLEG left, there was no one within the group to champion the ideas and develop the plans and, as a result, momentum within this group has faltered.

IMPACT is viewed as being the most active group and a review of their activities confirms this finding. CTA is an active partner in pushing the IMPACT community.

While IMPACT has generally had one champion, Evaltica has had a series of different leaders. However, it was noted that in the end, Evaltica was able to achieve their goal of developing an evaluation framework.

## USING ELECTRONIC DIALOGUE TO SUPPORT IN-PERSON EXCHANGE

There is a general feeling that the electronic dialogues are not sufficient enough on their own to keep a community of practice alive, but rather need to be supported by in-person meetings and discussions as well. For example, various members of the PANTLEG community workspace came together to evaluate telecentres. As noted by one interviewee, this experience was viewed as an excellent opportunity to become a member of a group or community of practice, where members were able to meet each other and share problems and thinking about specific issues. The projects evaluated were at different stages of development, which allowed for greater sharing and a transfer of learnings to the group. The evaluations were learning-based and members who participated in the evaluation were asked the following:

- ⇒ how they planned to use the information and knowledge they had gathered from the experience;

- ⇒ what they planned to bring with them back to their organisation; and
- ⇒ what they would disseminate in the regions.

According to one PANTLEG participant who was an interviewee for this case study,

*“the initiative has far exceeded my original expectations. At its inception, the objective was to evaluate one project, however there was so much enthusiasm from the first evaluation that it led to other evaluations being undertaken and higher expectations among the community of practice.”*

In the end, all projects were evaluated except for one in Philippines. It was expected that a final meeting would take place in the Philippines to present results and knowledge, but this never happened. While it was felt that much momentum had been gained within the community, much of this momentum has diminished within the last year, which is attributed to the absence of key champions within that community.

Within PANTLEG, Bellanet is viewed as providing critical support in facilitating the electronic exchange. However, the first in-person meeting was viewed as critical to building trust within the community and developing a shared interest and understanding of each other. Those interviewed felt that it was very important to be able to meet face-to-face and credited IDRC with helping to fund the travel expenses of participants and further credited both IDRC and Bellanet for supporting the different meetings and evaluation.

## THE ROLE OF BELLANET IN INFLUENCING OUTCOMES

Within the development community, Bellanet is viewed as a catalyst that is driven by ideas and a belief in fundamental principles and values. It is this foundation that is viewed as supporting LEAP and the community workspaces.

Bellanet is viewed as being driven by a mission that is quite unique from that found in other sectors.

Bellanet is viewed as playing two critical roles in LEAP. The first role is to act as a facilitator in the development of the group or the community of practice. As one person noted who has participated in a number of communities of practice:

*“I got a lot out of my own participation both personally and professionally, particularly by being able to share ideas and practices with people who are located around the world in various sectors.”*

The second role is based on Bellanet's expertise in the area of KM. In many cases, Bellanet's KM seminars and conferences gave participants the foundation to apply these principles in their own work environment and also brought the skills and learning in the area of KM to LEAP.



## MOVING AHEAD

### LESSONS LEARNED

#### ENSURE PARTNERS ARE COMMITTED TO ACTION

While LEAP did not achieve all of its expected outcomes, it is viewed by all of those consulted as being a successful initiative. In the end, LEAP is viewed as surviving a difficult birthing process. While there was much support given for LEAP and its identified initiatives by the GKP, the good intentions did not result in any real active support, resources, or action. As a result, the original objectives of the partnership are viewed as having failed.

Bellanet, however, is credited with persevering and keeping the initiative alive. In the end, it was noted by interviewees that Bellanet went out to find new partners and communities who were interested in becoming involved in the initiative. With the implicit withdrawal of GKP support, Bellanet realised that it needed partners who were interested in the initiative beyond words. LEAP, subsequently, grew to incorporate those individuals who were willing to participate and worked with those that wanted to achieve something. As noted by one interviewee:

*"The whole thing is quite impressive – especially given the lack of support."*

In the end, Bellanet started out in one direction based on statements of interest made at GKP-II and focused on creating a central website, toolkit, bibliography, etc. In some cases, it would seem that these initiatives lacked any real demand from the communities. In particular, it was suggested by one interviewee that the toolkit idea lacked actual communities, groups or projects willing to participate in its use or development.

#### DEFINING AND CREATING COMMUNITIES OF PRACTICE

Bellanet's experience with LEAP and the community workspaces demonstrates the need to determine and identify what is a true "community of practice". The experience of LEAP has resulted in Bellanet modifying the way in which community of practices are defined. While Bellanet was able to identify a group of people with their own drive and momentum, it was suggested that it could have been more successful at managing these communities. Within LEAP, the community workspaces expanded because there were many different groups with different expressions of interest. In cases like GK LEAP, the community was not viewed as having a central focus to build support or momentum. But for Evaltica there was a strong common interest in developing a framework for evaluation. In the case of PANTLEG, there were a series of telecentres in Asia that were very interested in interacting together which helped them move forward. In these cases, Bellanet is credited with the ability of being able to identify the emergent community and to help it grow rather than trying to start a new one. As noted by one interviewee:

*"People need to be passionate about the topic – effective community of practices require finding the right people with the passion to create and make change."*



A lesson that Bellanet learned from the GKP experience was that many of the participants who were at the conference and indicated an interest in GK LEAP were not the actual people doing the work and therefore would not be the people required to engage in the LEAP initiative. As a result, the ability of participants to go back to their organisation and get support for the initiative was limited.

Experience with the different community workspaces has demonstrated that face-to-face interaction is a must to nurture and strengthen communities. Electronic discussion can only support dialogue between periods of in-person contact. For the electronic discussions to succeed, on-going facilitation is viewed as absolutely critical to the success of a community.

### THE CONSTANT STRUGGLE OF FINDING ADEQUATE RESOURCES

The ability to establish LEAP as a viable initiative is viewed as being hampered by a lack of real commitment on behalf of major aid agencies. In the case of GKP, it is perceived that there were not enough people involved or committed to LEAP and its issues to forge an effective partnership. As a result, Bellanet struggled to find enough resources, both human and financial, to move the project forward. In the end, it was suggested by two interviewees that Bellanet had to engage in a time-consuming process of seeking out new partners with resources to support LEAP.

*"Through my experience, it would appear that LEAP operates on a shoestring budget without adequate resources to move forward properly or the will to push forward. If they had the resources and were really interested in seeing things move forward, they (Bellanet) might be able to do better – to have more impact."*

It was suggested by one interviewee that Bellanet needs to dedicate a real web resource to keep the communities up-to-date and interactive. All interviewees noted that LEAP had produced useful documents and was a conduit for sharing of information and ways of using it – all of which eventually produced new knowledge. However, it was noted by one interviewee that the original objective of LEAP to create one portal in this area has not been achieved. In addition, it was noted that the sharing of this information is limited as the catalytic effect for knowledge sharing is restricted to the small groups of people who have participated in the various LEAP groups.

Bellanet has committed to providing continued support to LEAP-related activities by:

- ⇒ Sharing Bellanet's learning and evaluation experiences (i.e. Bellanet's external evaluation and use of Outcome Mapping for monitoring the regional presence strategy);
- ⇒ Providing input at the LEAP IMPACT workshop in Amsterdam;
- ⇒ Promoting learning approaches to evaluation and assessment including storytelling, peer assists and After Action Reviews (AAR);
- ⇒ Supporting and maintaining the workspace; and
- ⇒ Attending future LEAP workshops that link to Bellanet's mission.

### NEW DIRECTIONS

#### ESTABLISH A SECURE FUNDING BASE

It was suggested by the majority of interviewees for this case study that Bellanet might have more autonomy if it could acquire a more secure funding base. As a small organisation, Bellanet's strength lies in its ability to obtain opportunities and challenges as they emerge. The question was raised by two interviewees as

to whether Bellanet was spreading themselves too thin given their current resource base. It was further suggested that Bellanet may have a greater impact if it were to focus on priorities or expand its funding base to adequately support all of its activities.

It was noted that Bellanet is highly dependent on partnerships and organisations to contribute to their operations. This has worked in instances where things have pre-existed, however, when Bellanet starts something new, such as LEAP, it was suggested that there is a need for adequate resources, flexibility and autonomy.

While the partnership model of bringing people together with the will and resources to get things done of common interest is good, it was suggested by one interviewee that there are a number of broader areas of ICT where there are no players and a catalyst is required. In these cases, Bellanet needs to have enough resources to start the initiative and keep it rolling in order to attract other partners. As noted by interviewee:

*"To do this, Bellanet needs to have the money to put on the table."*

## FUTURE ROLE

While Bellanet is recognised for its ICT expertise, it was recommended that it develop a corporate strategy that builds on its unique strengths, otherwise it was suggested that Bellanet may be destined to becoming nothing more than a host – a service that many of those interviewed for this case study thought could be acquired in the private sector. It was recommended that Bellanet look to redefine its market niche.

In some cases, Bellanet is seen as a service bureau for LEAP – offering electronic services, but not interfering with various groups. It was suggested by one interviewee that Bellanet might be more successful if it pushed the agenda and became more of a direct catalyst for the development community. While Bellanet had a niche market at its inception of LEAP, it was suggested that there are now many firms that can provide and support electronic facilities. In some cases, it was noted that development organisations like UNESCO and World Bank are developing their own portals and bringing people together. In these cases, organisations are developing their own capacity in areas where Bellanet once had a market niche. It was suggested that Bellanet needs to brainstorm about their future strategy. Is Bellanet's competitive advantage to provide a platform to facilitate discussion (i.e., a direct service) or to help organisations improve in their use of ICTs for development? One interviewee suggested that Bellanet needs to question and answer what kind of competitive advantage it can offer? It was noted that Bellanet is a leader in the area of KM and this is an area where Bellanet should focus its future resources.

## OPEN STANDARDS

### HISTORICAL OVERVIEW

#### RATIONALE

Bellanet's work in open development involves promoting collaborative approaches to developing software, content and information standards. Open standards are one way to support and encourage free and sustainable knowledge and information sharing for development. Bellanet, therefore, sought to develop a standard that would allow interested players in the development community to collect and share information in what Bellanet considers to be a simple, inexpensive, and sustainable way.

#### HISTORY

Bellanet was involved with the Steering Committee of the former International Network for Development Information Exchange (INDIX), a coalition of development aid organisations, during the mid- to late-1990s. During this time, INDIX was interested in enabling organisations in the South to share project information, however, the majority of its network consisted of northern donors.

INDIX had successfully developed a process for aggregating and disseminating project information; however, it required development organisations to manually send their project information to INDIX. In the late 1990's, Bellanet recognised a need to leverage new technologies to help development organisations wishing to share information.

A technology called XML (eXtensible Mark-up Language) had recently emerged which Bellanet knew could enable a sustainable way of collecting, disseminating, and accessing information on a global basis. The idea to apply this technology, or standardised format, emerged from Bellanet's experience with past initiatives that demonstrated that existing methods were unsustainable due to an extra step that was required to share project information. For example, Bellanet was involved in the creation of the Global Knowledge-Activity Information Management System (GK-AIMS), an Internet-based system that allowed any development organisation to share and publish their project information. However, this process required organisations to manually maintain and share their records within the system whereas the use of XML enabled data placed in a standardised format would thus eliminate manual entry. This aspect was seen as critical to enabling sustainability.

In early 1998, Bellanet initiated a study of 15-20 development organisations to determine whether they were looking at how XML could be leveraged for their information sharing needs. This informal survey found that there was interest in the development community, but that no one had been actively developing an XML-based Development Markup Language (DML). As a result, Bellanet undertook a number of initiatives to investigate the needs and potential options for developing sustainable open standards:

*"Bellanet doesn't just talk about open standards, they actually practice what they preach by using Linux."*

*"There was an explosion of people putting all their data on the Internet. By having Bellanet on board they were the technological guide – providing leadership and direction. They set up IDML, which became AiDA's way of exchanging information."*

*"It was a positive experience having Bellanet as part of the group – they could always steer us in the direction that we needed to go. I'm glad they were there for the transition from INDIX to AiDA – we were all pushing it to some degree but they were the main impetus. They really made sure that AiDA carried on what we had started with INDIX."*

- ⇒ Established of a mailing list to encourage discussion around the topic and issues;
- ⇒ Drafted and distributed a proposal document outlining what might be done with XML;
- ⇒ Undertook the development of a draft Document Type Definition (DTD); and
- ⇒ Organised a meeting in Ottawa to discuss the potential of XML in development.

In order to adopt an open standard, Bellanet recognised that organisations needed to be part of the community that developed it. As a result, Bellanet hosted an online discussion for people interested in open standards to begin defining a standard set of fields that development organisations wished to exchange. In 1999, an open standard for sharing development activity information using XML emerged and was called the International Development Mark-up Language (IDML). In the spring of 2001, an IDML Steering Committee was created to help continue to drive the IDML initiative forward.

## EXPANDING THE REACH OF IDML

The Global Development Gateway (GDG), which was also represented on the INDIX Steering Committee through the World Bank, was interested in developing an online mechanism to share universally structured information and decided to contract Bellanet to conduct a pilot project. This represented a pivotal opportunity for Bellanet to help expand the reach and adoption of IDML into the development community.

Bellanet and the GDG (later known as DG), as well as the Organisation of Economic Co-operation and Development - Development Assistance Committee (OECD-DAC) worked together to determine what each could bring to the partnership in terms of building a community that would help to define and apply the standards for sharing information about projects and programs. Bellanet's role was to contribute technical expertise and to promote participation within its network of non-governmental organisations (NGOs) and donors. This led to the piloting and eventual implementation of the Accessible Information on Development Activities (AiDA) Initiative.

While many of the ideas behind GK-AIMS and other predecessors were applied to AiDA, it is perceived as more sustainable because it does not require the same level of manual intervention. To participate in the AiDA process, organisations create an export of their project records in IDML format, which is read by an IDML data "harvester" and is then shared through an online database.

Today, AiDA acts as the common entry point to information found in websites of participating organisations and includes historical and current information on activities of the major international development donors and some civil society organisations and private foundations.

Interviewees felt that the emergence of AiDA coincided with the decline of the IDML community. In December 2001, the IDML Steering Committee had its final meeting to discuss future directions, however, interviewees noted a significant decline in associated activity since then.

*"It's not just a technical issue but an issue of standardising what you're doing – not just data, but information exchange."*

*"If Bellanet hadn't provided that ongoing support and continuity, the program would have died".  
(in reference to AiDA)*

*"Bellanet contributes a lot by thinking, experimenting, and looking at new ways of doing things to demonstrate what's possible."*

## BELLANET'S ROLE

Bellanet contributed a great deal of the conceptual work behind IDML and was also able to achieve buy-in from donors, with Bellanet providing ongoing promotion and support. Bellanet was contracted by the DG to assist with its pilot phase and implementation. It also continues to be a key technical partner and has been critical in supporting and encouraging many organisations to share their data through AiDA, such as UNCDF, Acceso, Wisard, MacArthur Foundation and UNDP. AiDA now provides an operational tool that donors understand and that is well known within the development community as the largest central repository for development activity.

Bellanet is also a valued partner in AiDA because it is viewed as the founder of IDML with the potential to promote the sharing of information through AiDA to NGOs and is not viewed as being politically motivated or as a competitor to the NGO community.

## MEETING THE NEEDS OF PARTNERS

### IMMEDIATE RESULTS

#### TECHNICAL EXPERTISE AND SUPPORT

Bellanet provided valuable technical expertise and support during the transition between INDIX and AiDA. Bellanet was viewed as critical in taking INDIX to the next level by applying the work that INDIX had done in developing the standard for sharing project information and finding a way to use technology to automate the process. One interviewee noted that Bellanet developed guidelines to sharing information and contributed experience and lessons learned based on its knowledge of the challenges associated with exchanging information among development organisations, such as privacy, security and multi-languages.

Bellanet has also provided valuable training and support to organisations interested in sharing information within their own networks and/or participating in AiDA. For example, Bellanet has conducted IDML-related training exercises with smaller groups such as The MacArthur Foundation, The Institute of Development Studies (IDS), The Association for the Development of Education in Africa (ADEA), and The International Institute for Communication and Development (IICD).

#### AiDA

IDML has been applied within various smaller organisations, however, AiDA is viewed as the best example of its potential to date, largely due to the number of participating organisations and project records that are being shared within AiDA. Currently, AiDA contains 411,733 records: 361,905 records in the current sources section and 49,828 records in the AiDA historical repository.

Currently, the majority of project information being shared through AiDA has been contributed by donors; however, the AiDA partners are continuing to target NGOs and foundations in an effort to increase participation among these groups of organisations. One interviewee stated that he/she had overestimated Bellanet's network of NGOs and had hoped that it would have increased the participation of this group more than it has. This being said, this interviewee also noted the challenge of achieving buy-in from this group. Bellanet is currently

*"Bellanet has helped to build a community around AiDA by creating a spirit of ownership among the core group and also by helping to promote AiDA and enabling development organisations to become participants."*

*"Bellanet's strength is in linking technology with the needs of development organisations."*

working with five organisations who anticipate sharing information by June 2003 and stated that it has been involved with bringing on approximately 17 of the 24 current sources of project information, including both donors and non-donors.

A continuing effort is under way to expand the coverage and ensure the timeliness and reliability of information in AiDA. Interviewees noted some drawbacks to AiDA and further areas to improve upon, such as duplication of records by multiple donors who are sharing information on the same project. However, on the whole, AiDA is viewed as an excellent resource for finding information on 'who is doing what' in development.

## SUSTAINABLE OUTCOMES

### AWARENESS OF THE IMPORTANCE OF INFORMATION SHARING

Bellanet is credited with raising the awareness of the importance of sharing information within the development community. The growing adoption of, and interest in, IDML shows an inclination within the development community of sharing information. IDML has been the topic of a number of research reports, including academic papers, and DTDs which are available for others to use and modify as they see fit. Although participation in AiDA has been less than desired within the NGO community, it was suggested that this is not necessarily due to a lack of awareness, but rather a distrust in the initiative or lack of commitment to the principles of information sharing, as discussed below.

One interviewee noted that Bellanet has been instrumental in raising awareness within the donor community of XML/IDML and the importance of information exchange. Until more recently, this interviewee felt that only technical people were aware of XML and its potential applications. He/she felt that Bellanet had influenced donors into becoming more interested in data exchange, which was viewed as critical for securing funding to support work in this area. This interviewee also indicated that if Bellanet were to revive the momentum that was surrounding IDML at the outset, it would be easier to secure buy-in from different players today, especially in light of the progress that has been made through AiDA.

### STRATEGIC AND/OR TECHNICAL SUPPORT

Bellanet has assisted organisations with transferring their project information into IDML to be part of AiDA. One of Bellanet's partners has gone on to ask for Bellanet's assistance with tailoring IDML to the more specific needs of education projects in Africa and is currently ready to launch the pilot phase of this project.

Bellanet has also used variations of IDML to guide organisations, such as the Food and Agriculture Organisation of the United Nations (FAO) who has a network of partners that they want to share information with. IDML continues to evolve and develop to meet the needs of the development community despite the lack of formal direction from the IDML community that Bellanet originally established.

### LEVERAGING PARTNERSHIPS AND BUILDING RELATIONSHIPS

By working with and through partners, Bellanet's objective was to expand the exposure and adoption of IDML in order to increase information sharing, particularly within the South. Bellanet's involvement in AiDA has allowed it to

*"AiDA has sent the message that there is no justification to isolating different databases when there is a way of combining them."*

*"We are a funding agency of many other organisations. We want to use IDML to share project information with other agencies and for them to share their information."*



make contact with more than 100 development organisations around the world. This network was seen as providing the foundation for further collaborations and relationship development. Some of the contacts that Bellanet established through its involvement with AiDA include the MacArthur, Kellogg and Silicon Valley Foundations; the Open Society Institute; OxFam; and the International Fund for Agricultural Development (IFAD). One of Bellanet's goals is to continue working with the development community to build its capacity and increase its commitment within the community to share information using open standards.

The IDML Steering Committee provided an opportunity for various players to come together around the issue of open standards and one Steering Committee member reported that it helped to increase their awareness around the topic. While the foundation for a closer relationship among these individuals was present, interviewees indicated that there was no time or resources to follow-up or move forward with any partnerships.

Bellanet contacted one interviewee's organisation who became involved with the AiDA pilot project because they were hosting project activity data for a donor. This interviewee applauded Bellanet's proactiveness and noted that their participation in this activity enhanced their relationship with that donor because they were perceived to be providing a valuable service.

*"This will be a long term process and IDML has been very useful in proving that you can share information. Organisations are gaining awareness that there is a language to share information."*

## MOVING AHEAD

### LESSONS LEARNED

#### LEADERSHIP AND MOMENTUM

Bellanet attempted to form an Open Development Consortium which was intended to bring together individuals to discuss open standards within the development community. However, from Bellanet's assessment, it did not succeed primarily because people were unable to decipher the difference between this dialogue and the IDML community that was already established. Interviewees felt that the IDML initiative might have thrived for a longer period of time if Bellanet had taken on more of a leadership role in maintaining its momentum and creating more of a "community of practice".

One interviewee felt that while people became more aware of open standards because of Bellanet, they never formed a community where they could actually make progress toward exchanging data or creating services. This interviewee indicated that a lot of energy was lost because the group was treated as an established community rather than a group of people coming together around a joint cause with a need for direction and leadership. This interviewee further noted that Bellanet should have been able to apply its expertise in communities of practice development to develop this community.

Two interviewees mentioned that the discussion on the IDML listserv would have benefited from greater facilitation and direction. One interviewee mentioned, in particular, a divide between people who were focused more on the technical side versus those that were interested in the information sharing aspect and, therefore, at times, the discussion was unproductive. One interviewee stated that even within the Steering Committee, there were many different approaches and opinions on the standards themselves and therefore saw the challenges

*"People need to see something working before a community can emerge - that's where people will step in and become active."*

*"IDML seems to have faded - there was the interest but there wasn't the resources to move it forward."*

faced by Bellanet in leading the discussion without disrupting any relationships. This interviewee saw Bellanet's key to success as being a neutral party, which may have been jeopardised if Bellanet had tried to steer the discussion more formally.

One interviewee felt that too much time and effort was put into the creation of the IDML Steering Committee in order to enhance the inclusiveness of the process. Another interviewee suggested that perhaps in the future, Bellanet could create a temporary Steering Committee, at the initial stages, in order to kick-start the initiative and build the momentum. This temporary Steering Committee could be reviewed after six months to one year and then could be elected more democratically.

Two interviewees mentioned that they received no information or follow-up after participating in the AiDA pilot activity. These individuals felt that Bellanet could have been more active in following up with participants to share any developments or results that occurred and to further discuss the initiative.

### RESOURCE CONSTRAINTS

Two interviewees attributed the IDML initiative's decline in activity to a lack of funding and resources. For example, the IDML Steering Committee required a significant time investment by its members in order to initiate the project and investigate funding opportunities, but yet participation had to take place over and above their daily work. One interviewee also noted the need to build the work of developing standards into other projects, as it was not seen as being viewed as a priority by donors at the time.

This lack of funding and resources is a continuing theme in the larger development community context and therefore affects the ability of these organisations to adopt open standards. Bellanet has found that, in some cases, organisations are willing to participate but simply do not have the resources or capacity to adapt their project information to the IDML schema. A constraint of some larger organisations is the need for approval to release the information that they have access to but which may not be in the public domain. In many cases, that information might never have been meant to be shared externally and would require a great time investment to secure permission.

### CAPTURING AND SHARING INFORMATION

One interviewee suggested that some of the momentum behind the IDML list could have been maintained if Bellanet was summarising the discussion of what people were doing related to XML and sharing it with the group in some form of a briefing note. Another interviewee, however, felt that it would be difficult to revive the list due to its initial lack of success. This interviewee felt that the initiative would need funding up front to help it to regain the momentum that had been lost and to allow Bellanet to more actively facilitate the discussion.

### SOUTHERN ORGANISATIONS' BUY-IN

Bellanet and one of the interviewees both mentioned that a challenge to open standards is the hesitancy within organisations in the South to share information, as they are viewed as not fully understanding the value that this can provide to development efforts. One interviewee mentioned that this can be due to a degree of competitiveness among NGOs and another interviewee mentioned that

*"You'd have to piggy back the standards work on a project. And try to encourage people to build in standards when opportunities came up. Funders didn't want to pay a huge proportion for that kind of work."*

*"It would have been nice to have someone at Bellanet who was there to nag people to share what's happening and to keep the exchange alive."*



*"Adopting open standards is a long process and people can't be looking for immediate results. Bellanet is quite dynamic and can come up with solutions over time."*

it can also occur with umbrella organisations where they may not have permission to share information regarding the organisations they represent. In the latter case, the umbrella organisation would have to contact each organisation to ask permission to share information, which could be extremely labour and resource intensive and time consuming.

Bellanet has found that foundations and NGOs have been especially hesitant to disclose information, especially related to budgets. As well, two interviewees noted that language and technological barriers are also present for many of these organisations. Bellanet believes that these are some of the reasons that participation levels have progressed much slower than was hoped.

### **GENDER EQUALITY**

Interviewees did not feel that there was a gender equality gap in Bellanet's open standards work and therefore, few recommendations were put forward for Bellanet to incorporate gender considerations in its future activities. One interviewee did suggest that Bellanet could further incorporate gender by perhaps making a deliberate effort to build the technological capacity within organisations that are targeted at women's groups in particular.

## **FUTURE DIRECTIONS**

### **SOUTHERN CAPACITY BUILDING**

Interviewees felt that there continues to be a role for Bellanet in promoting the participation of NGOs and foundations in AiDA. They also agreed that Bellanet needs to expand its reach in the South and work toward helping more of these organisations overcome the unique challenges that they face in adopting open standards to sharing information. One interviewee noted that Bellanet has been more successful with northern donors because of their capacity to adopt IDML; whereas, it is still too advanced for many organisations in the South. This interviewee felt that, with time, Bellanet is well placed to apply its lessons learned in the North to help more organisations in the South.

### **REVIVING THE IDML COMMUNITY**

Interviewees agreed that Bellanet conducted groundbreaking work with the development of IDML and were disappointed with the lack of activity this initiative has had in the past one to two years. One interviewee suggested that Bellanet scan the development community to see how IDML has been applied, how it has evolved and use this information to revive the IDML listserv.

Interviewees felt the IDML initiative would have benefited from Bellanet taking more of a lead role in steering the discussions and direction of the initiative. Two interviewees felt that Bellanet should secure funding as a means of reviving the initiative to allow them to better coordinate and lead the discussion.

Bellanet views AiDA as just one instance of successful information-sharing, which serves as an example of what can be done in the area of information-sharing and development. Bellanet hopes that more and more organisations will go on to create their own sector-specific project information sharing systems and will continue to work toward building organisations' capacity and commitment to share information through adopting open standards.

*"Some organisations have been unwilling to join AiDA for political reasons."*

*"Bellanet is quite important to the development community. Until now, it has been more involved with donors, but it is well placed to bridge the capacity gap between the North and South."*

## FUTURE DIRECTIONS

**Identifying Future Directions:** Where should Bellanet be focusing its energies in the future? Are there areas where Bellanet could improve the services that it delivers?

This evaluation was conducted to provide direction for Bellanet as it moves forward into its next phase. What follows are specific recommendations that were provided by participants, as well as overall themes that have emerged from the findings.

*"Bellanet is very respectful of the fact that they see themselves as the coordinating/facilitating body and they won't lay down the law in terms of where an initiative is going."*

## SHARING KNOWLEDGE, BEST PRACTICES AND LESSONS LEARNED

Approximately 12 of the 34 key informants and case study interviewees, most of whom were involved with a community of practice, suggested that Bellanet could place greater emphasis on leveraging the knowledge created from its various initiatives. It was suggested that Bellanet look at ways of monitoring and controlling the amount of information being shared by providing periodic summaries of discussions (e.g. KM4Dev) or by ensuring a better facilitation of dialogues (e.g. ItrainOnline, IDML) and by reducing overlap in the content of emails that are sent or Internet links that are provided.

It was also suggested that overlap and redundancy of list discussions could be avoided if Bellanet were able to capture and summarise the findings and outcomes from previous discussions and post them to an easily accessible website or archive. By doing this, participants who were interested in a particular topic that has already been discussed, can be directed to the outcomes from this previous discussion. This would help alleviate an emerging problem in some community of practice e-discussions, where a number of longer standing members feel that new members are reintroducing themes and issues that have already been discussed and resolved.

One survey respondent disagreed with these evaluation participants, as he/she felt Bellanet's value-added was from its ability to leverage best practices and lessons learned.

Face-to-face interactions were viewed as critical to building lasting communities of practice and therefore informants felt that Bellanet should continue to promote opportunities for these types of interactions, especially during the formation of these communities. These informants felt that personal encounters are still the best way of building trust and a sense of community and sharing ideas and experiences. It was suggested that online discussions and sharing of information can often be very time consuming in what is already very hectic work schedules.

It is recognised that the extraction and sharing of best practices and lessons learned will require a significant investment in time and resources and cannot simply be added to Bellanet's current activities. It is also recognised that for Bellanet to assume this role it would have to take on a more formal and active leadership and facilitation role, which is a fundamental shift in approach to how

*"There are some people participating a lot in the KM4dev list and others who are too busy to follow the discussion. Bellanet needs to make it easy for people to participate. Bellanet is rightly placed to develop the experience and share as they go along."*

Bellanet works and may jeopardise Bellanet's reputation as an arms-length advisor who provides guidance without directing a community of practice.

This evaluation also recognises that Bellanet has been providing services that promote collaboration and support partners in taking on a more visible leadership role. Bellanet will need to determine, therefore, whether it wants to assume a more strategic and leadership role within the development community and whether the opportunities and advantages of providing higher-level and more value-added services to the community outweigh the possible negative impact these changes may have on how Bellanet is perceived within the development community (e.g., as an arms-length, objective organisation or as an organisation that has a clearly defined leadership role in a few key areas). Bellanet will also need to take into consideration the expectations of its donors and the demands of its partners in order to determine whether or not this strategic shift in direction would be broadly supported.

## GENDER

*"Gender was not an issue in terms of the work we needed to get done."*

Almost 75% of survey respondents and all key informants felt that there was no evidence of a gender equality gap in their interactions and subsequent observations of Bellanet work practices. Where a gap was identified, it was seldom linked to Bellanet's services but rather to cultural norms or accessibility issues. Informants who were involved in KM or ItrainOnline felt that Bellanet was especially gender sensitive in its approach due to its emphasis on gender sensitive training materials and female representation in workshops. Informants noted Bellanet's female staffing complement as an indication that Bellanet is gender sensitive.

A majority of the 13 key informants and interviewees who were involved with open standards did not see the relevance of gender equality in that area. Similarly, at least five of the 17 key informants felt that Bellanet's services were more aimed at widespread collaboration within the development community, rather than with specific target groups. However, all informants and many survey respondents felt that gender should be considered across all of Bellanet's service lines as they believe it to be an important issue in development and encourage Bellanet to emphasise this component as it moves forward.

Some suggestions for integrating gender into Bellanet's services and approach in the future included:

- ⇒ Engaging a gender expert;
- ⇒ Being more proactive in the assessment of gender perspectives/needs assessment at the early stages of project development/implementation;
- ⇒ Developing/adopting a Gender Equity policy;
- ⇒ Designing programmes for women development workers;
- ⇒ Providing opportunities for male/female job rotations;
- ⇒ Developing gender focused distance training on IT use and applications;
- ⇒ Promoting more ICT for development activities specifically targeted at women and girls;
- ⇒ Researching the gender bias/gender neutrality of communities of practice – in order to find ways to make them more open to marginalised stakeholders (including women but also other groups); and
- ⇒ More women in leadership roles within Bellanet.

*"Our feeling is that gender should be mainstreamed across everything."*

At the time of this evaluation, it was clear to the evaluators and the EAC members that Bellanet had not adopted or formally integrated a gender equality component into the activities that were to be assessed. However, based on the feedback received through this evaluation, it is recommended that Bellanet engage gender experts, who are working within the development community, to look for innovative and practical ways of integrating gender equality considerations into its activities and service lines.

## EXPANDING REGIONAL PRESENCE

*“Bellanet should develop more alliances in the South. Bellanet should not be doing the programming, but instead should partner with another organisation who could build the tools.”*

The majority of the key informants and interviewees felt that Bellanet should be focusing more of its energies on building capacity in the South and five key informants were especially supportive of Bellanet partnering, more formally, with organisations in the South to better serve this community (e.g. sharing office space). It was felt that this would be an effective way for Bellanet to transfer knowledge and build capacity among southern partners. Two key informants located in Europe felt that face-to-face interactions with Bellanet were extremely valuable and felt that a drawback to their partnership with Bellanet is its large geographical distance from Europe. It should be noted that Bellanet has a shared resource that is co-located with IICD. This arrangement is viewed as extremely beneficial in supporting ongoing collaborations and in bringing the two organisations closer together.

Two key informants mentioned that Bellanet would be better able to meet the needs of organisations in the South if it had southern representation on its International Steering Committee, rather than the current composition of northern donors.

Bellanet was originally established with an immediate vision of helping to build ICT capacity within northern donors, in order to promote collaboration, and a longer-term vision of transferring knowledge and building capacity in southern organisations. A greater proportion of southern respondents than those in the North indicated that Bellanet's areas of work were important or very important, especially in the area of Open Content. This finding reaffirms Bellanet's development and implementation of its Regional Presence Strategy, which will guide it in expanding the reach of its services in the South. This evaluation has found that Bellanet's partners support this direction and encourage it to target southern organisations while maintaining its network and partnerships in the North.

## Focus

Approximately 75% of the participants consulted for this evaluation perceived Bellanet as operating within tight resource constraints and indicated that the organisation could likely provide more value to the development community if it could secure more funding. As an alternative, 50% of informants felt that Bellanet would benefit from re-focusing its activities towards the most strategic and value-added areas in order to better leverage its current resources. Evaluation participants agreed that Bellanet is operating in a rapidly changing environment and it is critical to continually reassess its role, to determine its market niche in order to remain innovative, relevant and sustainable.

*“The world has changed but not completely transformed. There is a lot to do in these areas. Bellanet needs to analyse the competition. It should focus on need, not money or business.”*

*"Bellanet should be more of a broker – looking for good ideas that are there to solve the needs of the development sector, determine who's closer to be able to work on a specific project, a very decentralised approach."*

One key informant suggested that Bellanet conduct a needs analysis to determine where it could provide the most value to the development community; however, this evaluation recommends that Bellanet use the evaluation findings to determine where it is providing the most value. Bellanet will then need to assess whether or not these areas are in line with its strategic directions or whether they are likely to remain a unique offering.

In addition to Bellanet determining the further directions and organisational changes that it wishes to undertake, this evaluation recommends that it also consider building on its key areas of strengths, such as:

- ⇒ Reputation as a neutral organisation with the ability to bring together members of the development community in the North and South;
- ⇒ Understanding of the challenges faced by development organisations and ability to assess the appropriateness of ICT support mechanisms;
- ⇒ Understanding of the complexities associated with KM, particularly within the development community and a continued focus on the strategic and culture aspect of change rather than simple IT solutions;
- ⇒ Remaining a small and nimble firm that can act as a neutral facilitator and catalyst within the development community;
- ⇒ Bellanet plays a critical intermediary role within the development community. It was suggested that Bellanet needs to become more of a visible middle man and that they should be more proactive in moving communities of practice forward. It was also suggested that Bellanet is in a key position to facilitate more synergies across the various community of practices such as KM, KM4Dev, LEAP, and Dgroups, etc.; and
- ⇒ Flexibility to adapt in a rapidly evolving environment and changing development needs.

Areas to consider moving away from or investigating further include:

- ⇒ Software development – feedback concerning Bellanet's role as the lead developer in Dgroups would suggest that Bellanet may want to reflect on whether or not this is an area that it wants to pursue, and if so, how to become more responsive to user needs. Bellanet may want to further consult Dgroups users to determine the extent of this issue.
- ⇒ ICT Training – four informants felt that there are many other organisations who provide training in ICTs and that this is therefore not a unique service or niche for Bellanet. It is critical for Bellanet to focus its training efforts on its niche services to support its capacity building efforts.

## LIST OF ACRONYMS

ADEA	Association for the Development of Education in Africa
ADF	African Development Forum
AED	Academy for Educational Development
AiDA	Accessible Information on Development Activities
APC	Association for Progressive Communications
APIC	Africa Policy Information Center (USA)
CAD	Canadian Dollar
CBNRM	Community Based Natural Resource Management
CCPP	Canadian College Partnership Program
CGIAR	Consultative Group for International Agricultural Research
CIAT	International Center for Tropical Agriculture (Colombia)
CIDA	Canadian International Development Agency
CIP	Centro Internacional de la Papa / International Potato Center (Peru)
CIUEM	Centro de Informatica Universidade Eduardo Mondlane (Mozambique)
CoP	Community of Practice
CTA	Technical Centre for Agricultural and Rural Cooperation
DAC	Development Assistance Committee (OECD)
Danida	Danish International Development Assistance
DFID	Department for International Development (United Kingdom)
DG	Development Gateway
DGIS	Netherlands Directorate General for International Cooperation
DOT Force	Digital Opportunity Task Force (G8)
DW	Development Workshop
ECA	Economic Commission for Africa
ENRAP	Electronic Networking for Rural Asia/Pacific
Euforic	Europe's Forum on International Cooperation
EVAG	Evaluation and Monitoring Action Group
FAO	Food and Agriculture Organisation of the United Nations
FEWER	Forum on Early Warning and Early Response (United Kingdom)
FIPA	Inter-Parliamentary Forum of the Americas
GDN	Global Development Network
GK-AIMS	Global Knowledge Activity Information Management System
GKP	Global Knowledge Partnership
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HDFNet	South Asia Human Development Forum Net
HMA	Humanitarian Mine Action
ICA	Institute for Connectivity in the Americas
ICARDA	International Center for Agricultural Research in the Dry Areas
ICIMOD	International Centre for Integrated Mountain Development
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information and Communication Technology



ICTP	Abdus Salam International Centre for Theoretical Physics
IDML	International Development Markup Language
IDRC	International Development Research Centre (Canada)
IDS	Institute for Development Studies (United Kingdom)
IFAD	International Fund for Agricultural Development
IFORD	International Forum of Research Donors
IICD	International Institute for Communication and Development (Netherlands)
IISD	International Institute for Sustainable Development (Canada)
ILO	International Labour Organisation
INAROE	National Institute for the Removal of Obstacles and Explosive Ordnance
INASP	International Network for the Availability of Scientific Publications (United Kingdom)
INDIX	International Network for Development Information Exchange
<i>infoDev</i>	Information for Development Program (World Bank)
IRG	International Resources Group
ISNAR	International Service for National Agricultural Research
IUCN	International Union for the Conservation of Nature
IWMI	International Institute for Water Management
KM	Knowledge Management
KM4Dev	Knowledge Management for Development
LEAP	Learning and Evaluation Action Program
MIMAP	Micro Impacts of Macroeconomic and Adjustment Policies
MSSRF	M.S. Swaminathan Research Foundation (India)
NGO	Non-governmental organisation
NORRAG	Northern Policy Research Review and Advisory Network on Education and Training
OCHA	UN Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Cooperation and Development
OPA	Online Proposal Appraisal Software
PICTA	Partnership for Information and Communication Technologies in Africa
RSS	Rich Site Summary
SAP	South Asia Partnership
SDC	Swiss Agency for Development and Co-operation
Sida	Swedish International Development Cooperation Agency
SURF	Sub-Regional Resource Facility (UNDP)
TCDC	Technical Cooperation Among Developing Countries (UNDP)
TRG	Training Resources Group
UEM	Universidade Eduardo Mondlane
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
UNIFEM	United Nations Development Fund for Women
UNISCC	United Nations Information Systems Coordination Committee
UNMAS	United Nations Mine Action Service

USAID	United States Agency for International Development
WAU	Wageningen University
WAVE	Web Access via E-mail
WEF	World Economic Forum
WIDE	Web of Information for Development (TCDC)
XML	Extensible Markup Language



## APPENDICES

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## APPENDIX A

# PRE-EVALUATION DONOR CONSULTATIONS PROTOCOL

## PRE-EVALUATION DONOR CONSULTATIONS

### INTERVIEW PROTOCOL

#### Framing the Evaluation

##### Background Information

Bellanet's vision is for development partners to be committed to learning, listening, and collaboration. Bellanet works to help development partners use ICTs more effectively to achieve their goals and connect with the global development community. It is expected that this will lead to better policies, a more coordinated approach to development, and ultimately, measurably greater outcomes in the communities.

Bellanet's mission is to help the international development community work together more effectively, especially using information and communication technologies.

Service Lines:

- ◆ Access and Training
- ◆ Dialogues
- ◆ Open Development
- ◆ Learning and Knowledge Management

##### Potential Evaluation Scope and Focus<sup>1</sup>

- ◆ Effectiveness: How well is Bellanet performing in achieving its mission? What have been the results and outcomes from Bellanet's activities? How successful has Bellanet been at building capacity and strengthening the sharing and disseminating information?
- ◆ Efficiency/Viability: How well is Bellanet using its resources to reach its mission? How is Bellanet using partnerships to leverage resources? Does Bellanet have adequate funding to perform in the short and long terms? How does Bellanet's presence and activities help to leverage funding of other partners and stakeholders?
- ◆ Relevance: How well is Bellanet's mission serving the purposes of its stakeholders? Does Bellanet's vision continue to be relevant?
- ◆ Outcomes: What has been the overall outcome of Bellanet's activities and programs? Would these outcomes have occurred without Bellanet?

##### Objectives of Donor Consultations

To identify donors' original expectations of Bellanet, to determine how these expectations could be measured (performance indicators), to gather input into the methodology of the evaluation, and to identify donors' expectations for this evaluation and desired outcomes.

##### Donors

- ◆ CIDA
- ◆ Danida
- ◆ IDRC
- ◆ Sida
- ◆ SDC

#### Interview Questions

##### Introduction

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<sup>1</sup> To be determined through consultations with donor organizations and the Evaluation Advisory Committee.

TGN is a research and consulting company that was hired to conduct an external evaluation of Bellanet's performance over the past five years. The purpose of this evaluation is to gather evidence regarding Bellanet's overall influence on donor and development partner organizations, and to identify areas for improvement as it moves forward with its mission. Bellanet wants this exercise to meet the expectations of its donors, and therefore, we are contacting you to obtain your input into the methodology of the evaluation as well as what you would like to see resulting from it.

1. Why did your organization decide to become a donor?
2. What were your initial expectations of Bellanet in terms of services offered, outputs and overall outcomes?
3. What do you feel should be the essential elements of the Bellanet evaluation? What are some performance indicators that you feel would provide valuable information in determining whether or not Bellanet is achieving its mission and mandate (both in terms of your direct relationship and its influence on development partners)?
4. The tentative scope of the evaluation includes four areas: effectiveness, efficiency/viability, relevance, and outcomes. Do you feel that these four areas are sufficient? Would you like to alter the scope in any way? (Examples of questions listed above in the Scope and Focus section can be used to provide clarification.)
5. Are there areas (e.g. service lines, specific projects) that you are particularly interested in and would like us to make a special effort to probe?
6. TGN has developed a tentative evaluation methodology in consultations with Bellanet staff. We would like to receive your feedback and incorporate it into the methodology prior to its submission to, and final approval by, the Evaluation Advisory Committee. The evaluation methodology will include an Evaluation Advisory Committee consisting of representatives from donor organizations, Bellanet, and evaluation experts; a full day evaluation planning session with Bellanet staff; a web-based survey; fifteen interviews with stakeholders and partners; five in-depth case studies of individual projects; and a planning session with Bellanet staff to discuss outcomes of the evaluation and consider areas for improvement. Do you feel this will provide adequate information to evaluate Bellanet's activities and overall performance? Would you recommend any changes to the methodology?
7. In general, what would you like to see as outcomes for this evaluation (e.g. future directions, lessons learned, best practices etc.)?

## APPENDIX B

### DONOR KEY INFORMANT INTERVIEW PROTOCOL

## DONOR KEY INFORMANT INTERVIEWS

### PROTOCOL

Bellanet's mission is to promote and facilitate effective collaboration within the international development community, especially through the use of ICTs.

#### Introduction

The Governance Network (TGN) is a research and consulting company that was hired to conduct an external evaluation of Bellanet's performance over the past five years. The purpose of this evaluation is to assess Bellanet's overall influence on donor and development partner organizations, and to identify areas for improvement as it moves forward with its mission. I am contacting you to discuss your experiences with Bellanet from a donor's perspective and, if applicable, as a partner on joint initiatives. More specifically, we will be talking about the outcomes that you feel Bellanet has contributed to and the areas where you think it could improve in the future. We will also be discussing where you think Bellanet should be moving in the future.

**Please note: The questions in italics are designed for Donors who have also worked with Bellanet on a joint initiative. If this does not apply to you, we will not cover these questions.**

#### Background

8. How did you originally become aware of Bellanet and its services?
9. How many years has your organization been a donor to Bellanet?
10. Have you also worked with Bellanet as a partner on a joint initiative?
11. How involved have you been with Bellanet's activities (e.g. quantity and duration of initiatives/projects, ongoing interaction)?

#### Effectiveness

12. Do you feel informed of Bellanet's activities and progress?
  - a. If no, how could you be better informed?
13. What percentage of the people in your organization knows about Bellanet?
  - a. Is it important for more people to know about Bellanet?
  - b. If yes, how could this be done?
14. What evidence have you witnessed that Bellanet has made progress toward its mission?
15. As a donor, what did you expect Bellanet to achieve, in general?
  - a. Do you feel your expectations have been met?
    - i. If yes, what factors do you think contributed to Bellanet's success?
    - ii. If no, what factors do you think contributed to Bellanet's lack of success?
    - iii. If yes and no, what factors have contributed to the partnership's success and what have contributed to its lack of success?



16. As a partner, what did you expect to achieve through your initiative/project work with Bellanet?
- a. Do you feel your expectations have been met?
    - i. If yes, what factors do you think contributed to Bellanet's success?
    - ii. If no, what factors do you think contributed to Bellanet's lack of success?
17. How do you think Bellanet could improve the implementation of a similar initiative/project in the future?

### **Efficiency**

18. As a donor, do you feel that Bellanet has made efficient use of its funding (e.g. could Bellanet be doing more with what it has)?
- Please provide examples/evidence.
19. In your initiative/project experience, did Bellanet help the partnership to move forward in an efficient manner (e.g. did you have too many meetings/communications that did not result in concrete next steps, were the right people kept in the loop, was there redundancy in roles/tasks)?
20. How could Bellanet better use its resources to leverage other partners, resources and/or program outcomes or outputs (e.g. could Bellanet be doing more with what it has)?

### **Outcomes/Impacts<sup>2</sup>**

21. What overall outcomes have you observed as a result of Bellanet's activities (e.g. a different way of working or communicating, new partnerships, more collaboration, better understanding/use of ICTs)?
- Is there evidence that Bellanet's activities have resulted in your organization...
- Forming new partnerships?
  - Building ICT capacity?
  - Collaborating more effectively?
  - Sharing knowledge?
22. How has your partnership with Bellanet changed the way your organization works?

### **Relevance/Future Directions**

23. Do you understand Bellanet's activities and what they are working toward?
24. Have you witnessed a gender equity component to Bellanet's services?
- a. If so, please describe.
  - b. If no, do you think this should be integrated in the future?
25. How has Bellanet's mission helped your organization to achieve its mandate (either solely for its work with other development organizations or through its project work internally)?

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<sup>2</sup> Outcomes are defined as behavioural changes in development organizations that might indicate capacity building and sustainability. Outcomes also refer to the likely or achieved short-term and medium-term effects of an intervention's outputs.

26. The 1999 Bellanet review indicated that Bellanet's was, in some cases, regarded as more of a technology support provider than as one with development expertise or sector specific program links. Do you think this is still the case?

Bellanet delivers services across four different service lines:

- Access and Training
- Dialogues
- Open Development
- Learning and Knowledge Management

27. Do you feel that these service lines continue to be relevant?

a. Please explain.

28. What services or support do you think Bellanet provides that are not available elsewhere?

29. Should Bellanet change its direction/focus in the coming years?

a. If yes, how?

b. If no, why?

30. Overall, what could Bellanet change in the future to better meet a) your needs/expectations and b) the needs of the development community?

31. How do you think Bellanet could deliver its services more effectively (e.g. structure, focus, partnerships)?

32. Do you have anything else you would like to add?

## APPENDIX C

### KEY INFORMANT INTERVIEW PROTOCOL

## KEY INFORMANT INTERVIEWS

### PROTOCOL

Bellanet's mission is to promote and facilitate effective collaboration within the international development community, especially through the use of ICTs.

#### Introduction

The Governance Network (TGN) is a research and consulting company that was hired to conduct an external evaluation of Bellanet's performance over the past five years. The purpose of this evaluation is to assess Bellanet's overall influence on donor and development partner organizations, and to identify areas for improvement as it moves forward with its mission. I am contacting you to discuss how your partnership with Bellanet has affected your organization. More specifically, we will be talking about the outcomes that you feel Bellanet has contributed to and the areas where you think it could improve in the future. We will also be discussing where you think Bellanet should be moving in the future.

- 33. How long have you been working with Bellanet?
- 34. How did you originally become aware of Bellanet and its services?
- 35. What specific projects or service lines have you worked on with Bellanet?

#### Effectiveness

- 36. What did you expect to accomplish through your partnership with Bellanet?
  - ☐ Do you feel your expectations were met?
    - a. If yes, what factors do you think contributed to the partnership's success?
    - b. If no, what factors do you think contributed to the partnership's lack of success?
    - c. If yes and no, what factors have contributed to the partnership's success and what have contributed to its lack of success?
- 37. Do you think Bellanet has been effective in making progress toward its mission?
  - ☐ Please provide examples/evidence.
- 38. How has working with Bellanet helped you to achieve something unlikely to have been achieved otherwise?
- 39. How do you think Bellanet could improve the effectiveness of its partnerships (e.g. how could they work together to better achieve their objectives)?

#### Efficiency

- 40. Do you feel that your partnership with Bellanet has been efficient in its activities and achieving its goals (e.g. do you have too many meetings/communications that don't result in concrete next steps, are the right people kept in the loop, is there redundancy in roles/tasks)?
- 41. How could Bellanet better use its resources to leverage other partners, resources and/or program outcomes or outputs (e.g. could Bellanet be doing more with what it has)?

### Outcomes/Impacts<sup>3</sup>

42. What overall outcomes have you observed as a result of Bellanet's activities (e.g. a different way of working or communicating, new partnerships, more collaboration, better understanding/use of ICTs)?

Is there evidence that Bellanet's activities have contributed to your organization or other organizations?

- Forming new partnerships?
- Building ICT capacity?
- Collaborating more effectively?
- Sharing knowledge?

43. How has your partnership with Bellanet changed the way your organization, or another organization, works?

### Relevance/Future Direction

44. How have Bellanet's activities helped your organization to achieve its mandate?

Bellanet delivers services across four different service lines:

- Access and Training
- Dialogues
- Open Development
- Learning and Knowledge Management

45. Do you feel that these service lines continue to be relevant?

☐ Please explain.

46. What services or support do you think Bellanet provides that are not available elsewhere?

47. Should Bellanet change its direction/focus in the coming years (e.g. select service lines or new ones all together)?

☐ If yes, how?

☐ If no, why?

48. Have you witnessed a gender equity component to Bellanet's services?

☐ If so, please describe.

☐ If no, do you think this should be integrated in the future?

49. Overall, what could Bellanet change in the future to better meet a) your needs/expectations and b) the needs of the wider development community?

50. How do you think Bellanet could deliver its services more effectively (e.g. structure, focus, partnerships)?

51. Do you have anything else you would like to add?

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<sup>3</sup> Outcomes are defined as behavioural changes in development organizations that might indicate capacity building and sustainability. Outcomes also refer to the likely or achieved short-term and medium-term effects of an intervention's outputs.

## APPENDIX D

### CASE STUDY INTERVIEWEE PROTOCOL

## CASE STUDY INTERVIEW PROTOCOL

### Background Information

TGN is a research and consulting company that was hired to conduct an external evaluation of Bellanet's performance over the past five years. The purpose of this evaluation is to assess Bellanet's overall influence on donor and development partner organizations, and to identify areas for improvement as it moves forward with its mission. In particular, we are interested in how your interaction with Bellanet has affected your organization and the outcomes that you feel Bellanet has contributed to. As well, we will determine the lessons you have learned from your partnership with Bellanet and lessons Bellanet should take into consideration as it moves forward in the future.

### Interview Questions

#### History/Evolution of the Partnership

- 1) How did you become involved in this partnership with Bellanet? (Please, briefly describe)
- 2) What resources (time, human, money, etc.) have you invested in this partnership?

#### Outputs

- 3) What outputs have you witnessed, expected or unexpected, throughout the life of the partnership?  
For example (case dependent)...
  - ☐ Hosting of a mailing list, Dgroup, workspace, website, Postnuke site
  - ☐ Facilitation of an online dialogue
  - ☐ Development of a knowledge management strategy
  - ☐ Delivery of a workshop/training
  - ☐ Development of training programs/materials
  - ☐ Strategic and technical support, please specify
  - ☐ Research
  - ☐ Documentation/publications
  - ☐ Formation of new partnerships working towards a shared goal
- 4) Are there outputs that you hoped to achieve but were not successful?
- 5) How have outputs from this initiative been applied?
- 6) If applicable, please describe which gender equality outputs were successful?

#### Outcomes

- 7) Have any of the following **outcomes** resulted from your partnership with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs) For example (case dependent)...

Within your organization or group that you represent:

- ☐ Presence of a culture of collaboration
- ☐ More effective information and/or knowledge sharing



- ☐ Adoption of KM approaches and practices such as After Action Reviews (AARs) and peer assists
- ☐ More sophisticated understanding of the role of ICTs in development
- ☐ Increased capacity to use ICTs to improve its work
- ☐ Other, please specify

Between your organization or group that you represent and your partners/ clients/stakeholders:

- ☐ More effective collaboration (or an increase in collaboration)
- ☐ More effective communications (or an increase in communications)
- ☐ Increased use of ICTs to support communication and collaboration
- ☐ Other, please specify

Collaboration

More effective information and/or knowledge sharing

Build ICT capacity?

- 8) What other expected or unexpected outcomes have you witnessed throughout your involvement with this partnership/initiative?
- 9) Are there outcomes that you had hoped to achieve but were not successful?
- 10) How has Bellanet's role in this partnership influenced these outcomes?
- 11) Has being involved in this partnership helped you to achieve something unlikely to have been achieved otherwise?
- 12) Was there a gender equality component in this partnership?
  - o If yes, how is this reflected in specific gender equality results statements?
  - o If no, can you think of opportunities to integrate a gender equality component?

## **Lessons Learned**

- 13) What were the key success factors and critical turning points of this partnership?
  - o What worked well? Why?
- 14) What obstacles were encountered along the way? How were they overcome?
  - o What didn't work? Why not? How could this have been avoided?
- 15) What lessons did you take away from this experience?
- 16) What lessons should Bellanet take away from this experience?
- 17) How has Bellanet played a unique role in this partnership?
- 18) Can you think of any specific stories or incidents that were a memorable part of your partnership?
- 19) Do you have any additional comments?

## APPENDIX E ENGLISH SURVEY

Dear Survey Respondent:

We would like to thank you for taking the time to complete the following questionnaire. As a Bellanet partner or user of its services, you have been selected to contribute to this evaluation by participating in the following survey.

This survey is an integral part of a strategic external evaluation that is currently being undertaken of Bellanet's activities over the last five years. The purpose of the survey is to understand how Bellanet partners and users of its' services assess its overall effectiveness, efficiency/viability, relevance, and outcomes. The outcomes of the evaluation will be used to assess Bellanet's activities both to demonstrate accountability, but also from a learning perspective so that Bellanet can learn and make necessary changes to meet the needs of the development community.

The Governance Network (TGN), an external research and consulting firm has been retained by Bellanet to undertake this high-level, strategic evaluation of Bellanet. TGN will be gathering input from individuals who have been involved with Bellanet over the past five years through a web/email-based survey, key informant interviews, and individual case studies.

Your participation in the survey is completely voluntary, but essential to the evaluation, as the information gathered will help guide the future directions of Bellanet. All the information you provide is confidential, and no individual will be identified in any reports resulting from this survey. Pre-testing of the survey has indicated that it will take approximately 20 to 30 minutes to complete the questionnaire.

The evaluation is taking place under tight timelines, and therefore we request your response no later than **March 12, 2003**. Please submit the completed survey by email: **Tammy@governancenet.com** or by fax: **613-569-9777**.

If you have any questions about the survey or any aspect of the evaluation, please contact:

Meredith Harrigan at TGN:  
(phone) 613-567-7777 ext. 224  
(email) [meredith@governancenet.com](mailto:meredith@governancenet.com)

or Allison Hewlitt at Bellanet:  
(phone) 613-236-6163 ext. 2393  
(email) [ahewlitt@bellanet.org](mailto:ahewlitt@bellanet.org)

Thank you for taking the time to participate in this important evaluation. Your opinions are important and will help to assess the effectiveness and future direction of Bellanet.

## Introduction

### Completion Instructions:

1. Please ensure that you have the required time (approximately 20-30 minutes) to complete this questionnaire.
2. The questions below have been formatted in either a dropdown menu format where one choice is required OR, in some cases, multiple responses are permitted.
3. In a number of areas, an area has been provided to allow you to elaborate your response. The last section of the survey contains an open-ended question that will allow you to elaborate on an issue or perspective that may not have been covered in the questionnaire.
4. In areas of the survey where “you” is mentioned, this can refer either to yourself, your organization, or the group that you represent.

For more information, please contact:

Meredith Harrigan at TGN:

(Phone) 613-567-7777 ext. 224

(Email) [meredith@governancenet.com](mailto:meredith@governancenet.com)

## BACKGROUND

1. Please indicate how long your organization has been engaged with Bellanet.

☐ Less than 1 year  
☐ 1-2 years  
☐ 3-5 years  
☐ More than 5 years

2. How did you first learn about Bellanet?

☐ In a conversation  
☐ Publications/documents of Bellanet  
☐ Conference or workshop  
☐ Bellanet contacted my organization  
☐ Other, please specify:

3. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved.

Please check all that apply:

- ☐ Knowledge management (KM4Dev Community, KM Workshops, KM Strategies)
- ☐ Facilitation
- ☐ *Dgroups*
- ☐ Open community spaces, (e.g. Postnuke, workspaces, websites)
- ☐ Open source software
- ☐ Open content (e.g. free release of content, copyleft)
- ☐ Open standards (e.g. IDML, XML)
- ☐ *Learning and Evaluation Action Programme (LEAP)*
- ☐ Web-to-email
- ☐ *ItrainOnline*
- ☐ *ITrain* (Training Materials)
- ☐ Strategic and/or technical advice, please specify:

☐ Other, please specify:

## Bellanet Services

4. What have been the **outputs** from your engagement with Bellanet? (*Outputs* refer to the product, services, or activities that resulted from the engagement.)

### PLEASE CHECK ALL THAT APPLY

- ☐ Hosting of a mailing list, *Dgroup*, Workspace, Website, Postnuke Site
- ☐ Facilitation of an online dialogue
- ☐ Development of a knowledge management strategy
- ☐ Delivery of a workshop/training
- ☐ Development of training programs/materials
- ☐ Strategic and technical support, please specify
- ☐ Research
- ☐ Documentation/publications
- ☐ Formation of new partnerships working towards a shared goal
- ☐ Other, please specify:

5. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following:

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
Sharing information	_____	_____	_____	_____	_____	_____	_____
Sharing knowledge	_____	_____	_____	_____	_____	_____	_____
Collaboration with colleagues	_____	_____	_____	_____	_____	_____	_____
Collaboration with other partners	_____	_____	_____	_____	_____	_____	_____
Collaboration with clients/stakeholders	_____	_____	_____	_____	_____	_____	_____
Use of ICTs	_____	_____	_____	_____	_____	_____	_____
Other (please specify below):	_____	_____	_____	_____	_____	_____	_____
Other:							

6. To what extent do you agree that you have applied the practices and/or knowledge resulting from your interactions with Bellanet?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
_____	_____	_____	_____	_____	_____	_____



## THE CURRENT ROLE OF BELLANET

7. Given your interaction with Bellanet, how would you **best describe** its current role in promoting collaboration in the development community, especially through the use of ICTs:

Please check all that apply.

- ☐ Catalyzes new partnerships  
☐ Facilitates partnerships and collaborations  
☐ Works with organizations to increase knowledge sharing  
☐ Helps organizations become Knowledge Management champions  
☐ Helps to bridge the culture of the Internet and development  
☐ Helps to build ICT capacity  
☐ Helps donors become ICT champions  
☐ Educates the international development community in public policy challenges such as access and literacy  
☐ Do not know  
☐ Other, please specify:

8. How **important** do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community?

	Very important	Important	Neither important nor unimportant	Unimportant	Very unimportant	Do not know
Knowledge Management (KM4Dev Community, KM Workshops, KM Strategies)	_____	_____	_____	_____	_____	_____
Facilitation	_____	_____	_____	_____	_____	_____
<i>Dgroups</i>	_____	_____	_____	_____	_____	_____
Open Community Spaces eg. Postnuke, workspaces	_____	_____	_____	_____	_____	_____

## Continued...

	Very important	Important	Neither important nor unimportant	Unimportant	Very unimportant	Do not know
Open source software	_____	_____	_____	_____	_____	_____
Open content eg. free release of content, copyleft	_____	_____	_____	_____	_____	_____
Open standards eg. IDML, XML	_____	_____	_____	_____	_____	_____
<i>Learning and Evaluation Action Programme (LEAP)</i>	_____	_____	_____	_____	_____	_____
Web-to-Email	_____	_____	_____	_____	_____	_____
<i>ItrainOnline</i>	_____	_____	_____	_____	_____	_____
<i>ITrain</i> (Training Materials)	_____	_____	_____	_____	_____	_____
Strategic and/or Technical Support, please specify below	_____	_____	_____	_____	_____	_____
Strategic and/or Technical Support:						
Other, please specify below	_____	_____	_____	_____	_____	_____
Other:						

9. How **satisfied** are you with the performance of Bellanet in each of those activities?

	Very satisfied	Satisfied	Neither satisfied nor unsatisfied	Unsatisfied	Very unsatisfied	Do not know
Knowledge Management (KM4Dev Community, KM Workshops, KM Strategies)	_____	_____	_____	_____	_____	_____
Facilitation	_____	_____	_____	_____	_____	_____
<i>Dgroups</i>	_____	_____	_____	_____	_____	_____
Open source software	_____	_____	_____	_____	_____	_____
Open content eg. free release of content, copyleft	_____	_____	_____	_____	_____	_____
Open standards eg. IDML, XML	_____	_____	_____	_____	_____	_____
<i>Learning and Evaluation Action Programme (LEAP)</i>	_____	_____	_____	_____	_____	_____
Web-to-Email	_____	_____	_____	_____	_____	_____
<i>ItrainOnline</i>	_____	_____	_____	_____	_____	_____
<i>ITrain</i> (Training Materials)	_____	_____	_____	_____	_____	_____
Strategic and/or Technical Support, please specify below	_____	_____	_____	_____	_____	_____
Strategic and/or Technical Support:						
Other, please specify below	_____	_____	_____	_____	_____	_____
Other:						

10. To what extent would you agree that any of the following **outcomes** have resulted from your interactions with Bellanet? (*Outcomes* are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs).

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
<b>10A) Within your organization or group that you represent:</b>							
Presence of a culture of collaboration	_____	_____	_____	_____	_____	_____	_____
More effective information and/or knowledge sharing	_____	_____	_____	_____	_____	_____	_____
Adoption of KM approaches and practices such as After Action Reviews (AARs) and peer assists	_____	_____	_____	_____	_____	_____	_____
More sophisticated understanding of the role of ICTs in development	_____	_____	_____	_____	_____	_____	_____
Increased capacity to use ICTs to improve its work	_____	_____	_____	_____	_____	_____	_____
Other, please specify below:	_____	_____	_____	_____	_____	_____	_____
Other:							

<b>10B) Between your organization or group that you represent and your partners/clients/stakeholders:</b>							
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
More effective collaboration (or an increase in collaboration)	_____	_____	_____	_____	_____	_____	_____
More effective communications (or an increase in communications)	_____	_____	_____	_____	_____	_____	_____
Increased use of ICTs to support communication and collaboration	_____	_____	_____	_____	_____	_____	_____
Other, please specify below:	_____	_____	_____	_____	_____	_____	_____
Other:							

11. Did you feel that there was a gender equality gap in your interaction or work with Bellanet? Please explain.

--

[illegible][illegible]

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## BELLANET'S ROLE WITHIN THE DEVELOPMENT COMMUNITY

15. To what extent would you agree that any of the following **outcomes** have resulted from Bellanet's work in the **development community**? (*Outcomes* are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs.)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
Presence of a culture of collaboration within the development community	_____	_____	_____	_____	_____	_____	_____
More effective information and/or knowledge sharing within the development community	_____	_____	_____	_____	_____	_____	_____
More sophisticated understanding of the role of ICTs in development	_____	_____	_____	_____	_____	_____	_____
Other, please specify below	_____	_____	_____	_____	_____	_____	_____
Other:							

16. To what extent do you agree that Bellanet is effective at disseminating information stemming from its initiatives and their results?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
_____	_____	_____	_____	_____	_____	_____

17. To what extent do you agree that Bellanet has made information from its activities available to all users, regardless of class, race or gender?

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
_____	_____	_____	_____	_____	_____	_____



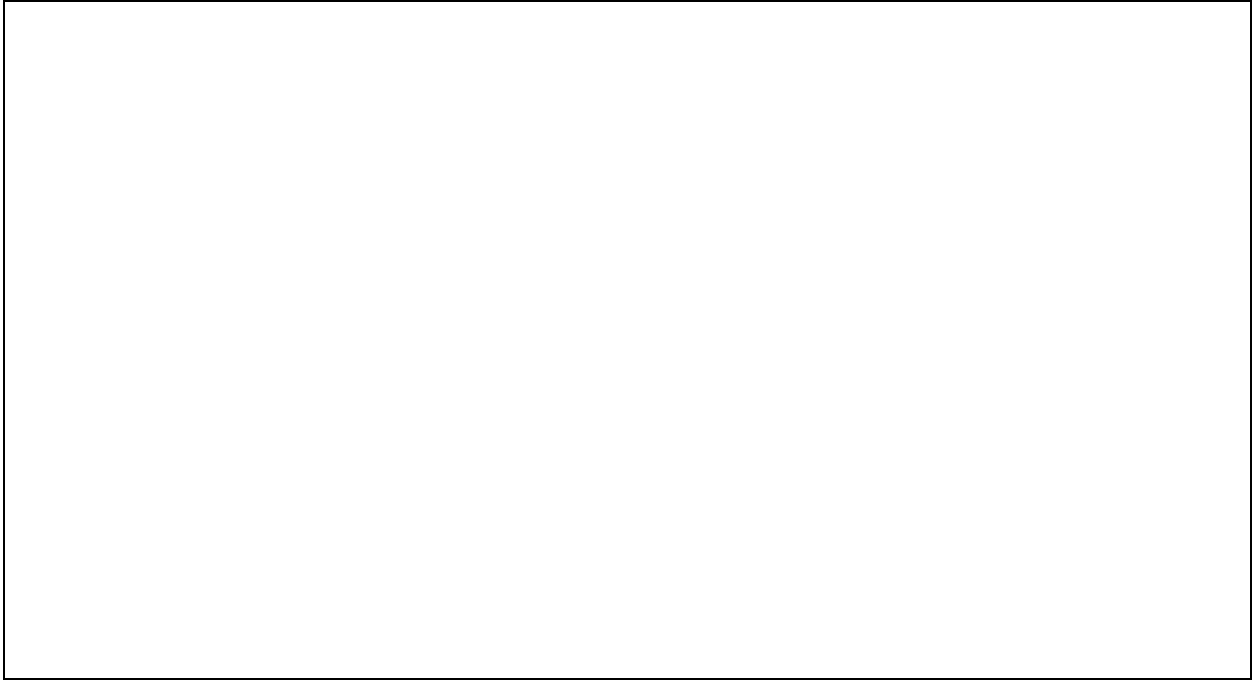
## Bellanet's Future Role

18. Bellanet delivers services across four different service lines. To what extent do you agree that these service lines continue to be relevant?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
<b>Definition:</b>  <b>Access and Training</b> <i>Bellanet supports Equitable Access to online information, a concept that involves connectivity and services for low-bandwidth Internet users and appropriate &amp; sustainable ICT and knowledge-related training. Activities include ItrainOnline, ITrain, Web-to-Email</i>	—	—	—	—	—	—	—
<b>Definition:</b>  <b>Dialogues</b> <i>Bellanet provides ongoing facilitation advice and training, as well as Internet tools to support dialogue and collaboration on development issues. Activities include Facilitation, Mailing Lists, Dgroups, Open Community Spaces</i>	—	—	—	—	—	—	—
<b>Definition:</b>  <b>Open Development</b> <i>Bellanet promotes Open Source software, Open Content (free release of content &amp; copyleft), and information solutions based on Open standards such as IDML &amp; XML in order to support free and</i>	—	—	—	—	—	—	—

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not applicable	Do not know
<i>fair sharing of knowledge for development.</i>							
<b>Definition:</b>  <b>Learning and Knowledge Management</b> <i>Bellanet supports approaches to learning and knowledge sharing that will help development organizations and practitioners respond to change more effectively. Activities include Knowledge Management for Development (KM4Dev), KM Workshops, KM Strategic Advice and the Learning and Evaluation Action Programme (LEAP)</i>	—	—	—	—	—	—	—

19. Overall, are there areas that Bellanet could change in the future to better meet:  
a) Your needs/expectations and; b) The needs of the larger development community?



**ORGANIZATIONAL INFORMATION**

20. Would you define your primary engagement with Bellanet as a:

- ☐ Partner in an initiative/project  
☐ User of Bellanet services  
☐ Other, please explain:

21. Please indicate if you are an employee of any of the following Bellanet donor organizations.

- ☐ CIDA  
☐ Danida  
☐ IDRC  
☐ SDC  
☐ Sida

22. In which region are you located?

Eastern Africa	<input type="checkbox"/>
Middle Africa	<input type="checkbox"/>
Northern Africa	<input type="checkbox"/>
Southern Africa	<input type="checkbox"/>
Western Africa	<input type="checkbox"/>
Caribbean	<input type="checkbox"/>
Central America	<input type="checkbox"/>
South America	<input type="checkbox"/>
North America	<input type="checkbox"/>
Eastern Asia	<input type="checkbox"/>
South-Central Asia	<input type="checkbox"/>
South-Eastern Asia	<input type="checkbox"/>
Western Asia	<input type="checkbox"/>
Eastern Europe	<input type="checkbox"/>
Northern Europe	<input type="checkbox"/>

**Continued...**

Southern Europe	_____
Western Europe	_____
Australia/New Zealand	_____
Melanesia	_____
Micronesia	_____
Polynesia	_____
Other, please specify :	_____

23. Please specify your gender:

- ☐ Male  
☐ Female

24. How long has your organization been operating?

- ☐ Less than 4 years  
☐ 4 to 6 years  
☐ 7 to 10 years  
☐ 10 to 15 years  
☐ 16 to 20 years  
☐ More than 20 years  
☐ Do not know

25. Approximately how many people are employed by your organization?

- ☐ More than 25 people  
☐ 26-100 people  
☐ 101-500 people  
☐ More than 500 people  
☐ Do not know

26. What is the approximate annual budget of your organization?

- ☐ Less than \$100,000  
☐ \$100,000 - \$500,000  
☐ \$500,000 - \$1 Million  
☐ \$1 Million - \$5 Million  
☐ More than \$5 Million  
☐ Do not know

27. Do you have any final comments about Bellanet/or your engagement with Bellanet?

## APPENDIX F FRENCH SURVEY



Cher/chère participant(e) :

Nous vous remercions de prendre le temps de remplir le questionnaire suivant. Cette enquête fait partie intégrante d'une évaluation stratégique externe en cours des activités de Bellanet depuis cinq ans. Elle a pour but de connaître l'appréciation que portent les partenaires de Bellanet et les utilisateurs de ses services sur l'impact de cette action, son efficacité, sa viabilité, sa pertinence et ses résultats. Vous avez été choisi(e) parmi eux pour contribuer à cette évaluation.

*The Governance Network ( TGN )* est une société externe de recherche et de conseil a qui a été confiée la réalisation de cette évaluation stratégique de haut niveau de Bellanet. TGN recueillera les commentaires des partenaires de Bellanet au cours des cinq ans écoulés et les utilisateurs de ses services au moyen d'une enquête sur le Web ou par courriel, des entrevues avec des informateurs-clefs et des études de cas individuelles.

Votre participation à l'enquête est entièrement volontaire. Tous les renseignements que vous fournirez demeurent confidentiels et personne ne sera identifié individuellement dans les rapports issus de cette enquête. D'après nos tests, le questionnaire peut être rempli en environ 20 à 30 minutes.

L'évaluation ayant un calendrier serré, nous vous demandons d'envoyer votre réponse au plus tard le **12 mars 2003**. Veuillez soumettre le questionnaire complété par courriel: **tammy@governancenet.com** ou par fax: **613-569-9777**.

Si vous avez des questions sur l'enquête ou sur n'importe quel aspect de l'évaluation, veuillez contacter :

Meredith Harrigan à TGN :  
téléphone : 613-567-7777 poste 224  
fax : 613-569-9777  
courriel : [meredith@governancenet.com](mailto:meredith@governancenet.com)

ou Allison Hewlitt à Bellanet :  
téléphone : 613-236-6163 poste 2393  
fax : 613-238-7230  
courriel : [ahewlitt@bellanet.org](mailto:ahewlitt@bellanet.org)

Votre opinion est importante: elle nous aidera à évaluer l'efficacité et à définir les futures orientations de Bellanet. Mille mercis de prendre le temps de participer à cette enquête.

## Introduction

### Comment remplir le formulaire

5. Assurez-vous de disposer du temps nécessaire pour remplir ce questionnaire (**environ 20-30 minutes**).
6. Les questions ci-dessous sont dans **un format de menu déroulant à choix unique, sauf quelques-unes qui permettent des réponses multiples**.
7. Dans le questionnaire, la personne interrogée dispose de divers espaces pour fournir des détails hors des catégories prédéfinies. À la fin du questionnaire, une question ouverte lui permet, si elle le souhaite, d'ajouter des commentaires plus détaillés ou de signaler une question non prévue.
8. Des instructions sur la façon de remplir ce formulaire sont indiquées au-dessous. La désignation « vous » fait référence à vous comme intervenant ou à l'organisation ou au groupe que vous représentez.

Meredith Harrigan à TGN :  
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fax : 613-569-9777  
courriel : [meredith@governancenet.com](mailto:meredith@governancenet.com)

## Contexte

28. Depuis combien d'années collaborez-vous avec Bellanet ?

- \_\_\_\_\_ Moins d'un an
- \_\_\_\_\_ 1-2 ans
- \_\_\_\_\_ 3-5 ans
- \_\_\_\_\_ Plus de 5 ans

29. Comment avez-vous connu Bellanet ?

- ☐ Dans une conversation
- ☐ Publications/documents de Bellanet
- ☐ Conférence ou atelier
- ☐ C'est Bellanet qui a contacté notre organisation.
- ☐ Autres (indiquez lesquels ci-dessous):

30. Le mandat de Bellanet couvre plusieurs activités. Veuillez indiquer auxquelles vous avez participé.

Indiquez toutes les réponses appropriées:

- ☐ Gestion des connaissances (Communauté *KM4Dev*, Ateliers GC, Stratégies de GC)
- ☐ Facilitation
- ☐ *Dgroups*
- ☐ Espaces communautaires ouverts: Postnuke, Espaces de Travail, Sites Web
- ☐ Logiciel libre (*Open Source*)
- ☐ Contenu libre (*Free release, Copyleft*)
- ☐ Solutions de l'information basées sur des normes ouvertes (*Open standards*; (par ex. IDML, XML)
- ☐ *Learning and Evaluation Action Programme (LEAP)*
- ☐ Du web au courrier
- ☐ *ItrainOnline*
- ☐ *ITrain* (supports de formation)
- ☐ Conseils stratégiques et/ou techniques (indiquez lesquels ci-dessous):

☐ Autres (indiquez lesquels ci-dessous):

## Les Services de Bellanet

31. Quels ont été les **résultats** de votre relation avec Bellanet ? (« Résultats » désigne le produit, les services ou les activités issus de cette relation.)

### INDIQUEZ TOUTES LES RÉPONSES APPROPRIÉES:

- ☐ Hébergement d'une plateforme de discussion (par ex. listes de courriel, DGroups, site Postnuke)  
☐ Facilitation d'un dialogue en ligne  
☐ Création de stratégies de gestion des connaissances  
☐ Organisation d'un atelier ou d'un cours  
☐ Création de programmes ou de matériels de formation  
☐ Recherche  
☐ Documents/publications  
☐ Création de nouveaux partenariats visant un but commun  
☐ Soutien stratégique et technique (indiquez lesquels ci-dessous):

- ☐ Autres (indiquez lesquels ci-dessous):

32. Veuillez indiquer à quel degré votre collaboration avec Bellanet a changé la façon dont votre organisation effectue les tâches suivantes:

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
Échange d'informations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partage de la connaissance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration avec d'autres partenaires	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration avec les collègues de travail	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collaboration avec les clients et les acteurs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Continué...**

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
Utilisation des TIC	_____	_____	_____	_____	_____	_____	_____
Autres (indiquez lesquels ci-dessous) :	_____	_____	_____	_____	_____	_____	_____
Autres:							

33. Avez-vous appliqué les pratiques et/ou les connaissances acquises dans vos interactions avec Bellanet ?

Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
_____	_____	_____	_____	_____	_____	_____

## LE RÔLE ACTUEL DE BELLANET

34. Étant donné votre interaction avec Bellanet, comment décririez-vous son rôle dans la promotion et facilitation d'une collaboration efficace au sein de la collectivité du développement international, notamment au moyen de l'utilisation des TIC.

Indiquez toutes les réponses appropriées:

- ☐ Catalyse de nouveaux partenariats.  
☐ Facilite les partenariats et les collaborations.  
☐ Collabore avec les organisations pour un meilleur partage de connaissances.  
☐ Aide les organisations à tirer un plus grand parti de la gestion des connaissances.  
☐ Rapproche les mondes de l'Internet et du développement.  
☐ Aide à développer la capacité en TIC.  
☐ Aide les bailleurs de fonds à devenir les champions des TIC.  
☐ Éduque la collectivité internationale du développement dans des défis de politiques publiques comme l'accès et l'alphabétisation.  
☐ Je ne sais pas  
☐ Autres (indiquez lesquels ci-dessous):

35. Quelle est selon vous **l'importance** de ces domaines du travail de Bellanet pour promouvoir une plus grande collaboration dans la communauté du développement ?

	Très important	Important	Ni très ni peu important	Peu important	Sans importance	Je ne sais pas
Gestion des connaissances (Communauté <i>KM4Dev</i> , Ateliers GC, Stratégies de GC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Dgroups</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Continué...

	Très important	Important	Ni très ni peu important	Peu important	Sans importance	Je ne sais pas
Espaces communautaires ouverts: <i>Postnuke</i> , espaces de travail, sites Web	_____	_____	_____	_____	_____	_____
Logiciel libre ( <i>Open Source</i> )	_____	_____	_____	_____	_____	_____
Contenu libre ( <i>Free release, Copyleft</i> )	_____	_____	_____	_____	_____	_____
Les solutions de l'information basées sur des normes ouvertes ( <i>Open standards</i> ; par ex. IDML, XML)	_____	_____	_____	_____	_____	_____
<i>Learning and Evaluation Action Programme (LEAP)</i>	_____	_____	_____	_____	_____	_____
Du web au courrier	_____	_____	_____	_____	_____	_____
<i>ItrainOnline</i>	_____	_____	_____	_____	_____	_____
<i>ITrain</i> (supports de formation)	_____	_____	_____	_____	_____	_____
Conseils stratégiques et/ou techniques (indiquez lesquels ci-dessous)	_____	_____	_____	_____	_____	_____
Conseils stratégiques et/ou techniques:						
Autres (indiquez lesquels ci-dessous) :	_____	_____	_____	_____	_____	_____
Autres:						

36. Quel est votre degré de satisfaction à l'égard de l'action de Bellanet dans les activités suivantes ?

	Très Satisfait	Satisfait	Ni satisfait ni insatisfait	Insatisfait	Très Insatisfait	Je ne sais pas
Gestion des connaissances (Communauté <i>KM4Dev</i> , Ateliers GC, Stratégies de GC)	_____	_____	_____	_____	_____	_____
Facilitation	_____	_____	_____	_____	_____	_____
<i>Dgroups</i>	_____	_____	_____	_____	_____	_____
Espaces communautaires ouverts: <i>Postnuke</i> , espaces de travail, sites Web	_____	_____	_____	_____	_____	_____
Logiciel libre ( <i>Open Source</i> )	_____	_____	_____	_____	_____	_____
Contenu libre ( <i>Free release, Copyleft</i> )	_____	_____	_____	_____	_____	_____
Les solutions de l'information basées sur des normes ouvertes ( <i>Open standards</i> ; par ex. IDML, XML)	_____	_____	_____	_____	_____	_____
<i>Learning and Evaluation Action Programme (LEAP)</i>	_____	_____	_____	_____	_____	_____
Du web au courrier	_____	_____	_____	_____	_____	_____
<i>ItrainOnline</i>	_____	_____	_____	_____	_____	_____
<i>ITrain</i> (supports de formation)	_____	_____	_____	_____	_____	_____
Conseils stratégiques et/ou techniques (indiquez lesquels ci-dessous)	_____	_____	_____	_____	_____	_____
Conseils stratégiques et/ou techniques:						



Autres (indiquez lesquels ci-dessous):	_____	_____	_____	_____	_____	_____
Autres:						

37. Veuillez indiquer dans quelle mesure vous êtes d'accord pour dire que certaines des incidences suivantes ont découlé de vos interactions avec Bellanet (Les incidences auxquelles nous faisons ici référence étant les effets possibles ou réels, à court ou à moyen terme, amenés par une intervention).

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
<b>10A) Dans l'organisation ou le groupe que vous représentez :</b>							
Construction d'une culture de collaboration	_____	_____	_____	_____	_____	_____	_____
Partage d'information et/ou de connaissances plus efficace	_____	_____	_____	_____	_____	_____	_____
Adoption d'approches et de pratiques de gestion des connaissances par ex. <i>After Action Review</i> , programme d'entraide)	_____	_____	_____	_____	_____	_____	_____
Compréhension plus poussée du rôle des TIC dans le développement	_____	_____	_____	_____	_____	_____	_____
Plus grande capacité des partenaires à continuer d'utiliser les TIC pour améliorer le travail	_____	_____	_____	_____	_____	_____	_____
Autres (indiquez lesquels ci-dessous)	_____	_____	_____	_____	_____	_____	_____

Autres:	
---------	--

10B) Entre l'organisation ou le groupe que vous représentez et vos partenaires :							
	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
Plus grande efficacité de la collaboration (ou augmentation du niveau de collaboration)	_____	_____	_____	_____	_____	_____	_____
Plus grande efficacité de la communication (ou augmentation de la communication)	_____	_____	_____	_____	_____	_____	_____
Utilisation accrue des TIC pour améliorer la communication et la collaboration	_____	_____	_____	_____	_____	_____	_____
Autres (indiquez lesquels ci-dessous)	_____	_____	_____	_____	_____	_____	_____
Autres:							

38. Dans vos échanges ou votre collaboration avec Bellanet, avez-vous ressenti l'existence d'une disparité entre les sexes? Veuillez donner des précisions.

39. Qu'est-ce que Bellanet peut entreprendre pour promouvoir l'égalité entre les sexes dans ses activités?

--

40. La mission de Bellanet est de promouvoir et de faciliter une collaboration efficace au sein de la collectivité du développement international, notamment au moyen de l'utilisation des TIC. Quel est votre degré général de satisfaction envers l'action de Bellanet dans le cadre de cette mission ?

Très Satisfait	Satisfait	Ni satisfait ni insatisfait	Insatisfait	Très Insatisfait	Je ne sais pas
_____	_____	_____	_____	_____	_____

41. Pensez-vous que Bellanet fournit des services ou un soutien qui ne sont pas disponibles ailleurs ?

Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
_____	_____	_____	_____	_____	_____	_____

Veuillez donner des précisions.

--

## LE RÔLE DE BELLANET DANS LA COLLECTIVITÉ DU DÉVELOPPEMENT

42. À votre avis, les **résultats** suivants sont-ils le fruit du travail de Bellanet dans la **communauté du développement** ? (« résultats » désigne ici les effets probables ou concrets à court et moyen terme du produit d'une intervention.)

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
Avènement d'une culture de collaboration dans la communauté du développement international	_____	_____	_____	_____	_____	_____	_____
Partage plus efficace d'information et/ou de connaissances	_____	_____	_____	_____	_____	_____	_____
Meilleure compréhension du rôle des TIC dans le développement	_____	_____	_____	_____	_____	_____	_____
Autres (indiquez lesquels ci-dessous)	_____	_____	_____	_____	_____	_____	_____
Autres:							

43. Dans quelle mesure, êtes-vous d'accord pour dire que Bellanet a donné accès à l'information issue de ses activités à tous les utilisateurs, sans distinction de classe, race ou sexe?

Très efficace	Assez efficace	Neutre	Peu efficace	Très inefficace	Ne s'applique pas	Je ne sais pas
_____	_____	_____	_____	_____	_____	_____

44. Selon vous, l'organisation a-t-elle rendu accessible à tous les usagers l'information découlant des activités de Bellanet, sans distinction de classe sociale, de race ou de sexe?

Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
_____	_____	_____	_____	_____	_____	_____

## Le futur rôle de Bellanet

45. Les services de Bellanet couvrent quatre axes. À votre avis, quel est le niveau de pertinence de ces axes de service?

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
<b>Accès et formation</b>  <b>Définition:</b> <i>Bellanet soutient l'accès équitable à l'information sur Internet, concept qui implique la connectivité et des services destinés aux utilisateurs d'Internet ayant une connexion à faible débit, des TIC appropriées et durables et une formation relative à la connaissance. Les activités comprennent : ITrain en ligne, ITrain, passerelle Web-courriel).</i>	_____	_____	_____	_____	_____	_____	_____
<b>Dialogue</b>  <b>Définition:</b> Bellanet fournit des services de conseil en facilitation et de formation, ainsi que des outils Internet pour soutenir le dialogue et la collaboration sur les questions de développement. Les activités comprennent : Facilitation, Listes électroniques, DGroups, Espaces communautaires ouverts.	_____	_____	_____	_____	_____	_____	_____

Continué...

	Tout à fait d'accord	D'accord	Ni d'accord ni opposé	Opposé	Très opposé	Ne s'applique pas	Je ne sais pas
<b>Développement libre</b>  <b>Définition:</b> <i>Bellanet promeut le logiciel libre (Open Source), le contenu libre et des solutions de l'information basées sur des normes ouvertes pour soutenir le partage gratuit et équitable des connaissances pour le développement.</i>	_____	_____	_____	_____	_____	_____	_____
<b>Formation et gestion des connaissances</b>  <b>Définition:</b> <i>Bellanet soutient des approches de la formation et du partage des connaissances susceptibles d'aider les organisations et les professionnels du développement à répondre plus efficacement au changement. Les activités comprennent : Gestion des connaissances pour le développement (GC-Dev), Ateliers de GC, Conseil stratégique en GC et 'Learning and Evaluation Action Programme (LEAP)'</i>	_____	_____	_____	_____	_____	_____	_____

46. De façon générale, qu'est-ce que Bellanet pourrait changer à l'avenir pour mieux satisfaire a) vos besoins et vos attentes et b) les besoins de la collectivité du développement ?

### RENSEIGNEMENTS SUR VOTRE ORGANISATION

47. À quel cas de figure correspond votre relation principale avec Bellanet ?

- ☐ Partenaire d'une initiative ou d'un projet  
☐ Utilisateur de services de Bellanet  
☐ Autre (indiquez ci-dessous) :

48. Êtes-vous employés par l'un de ces organismes (bailleurs de fonds) de Bellanet ?

- ☐ ACDI  
☐ Danida  
☐ CRDI  
☐ DDA  
☐ Sida



49. Dans quelle région êtes-vous situés?

Afrique de l'Est	_____
Afrique centrale	_____
Afrique du Nord	_____
Afrique australe	_____
Afrique de l'Ouest	_____
Caraïbes	_____
Amérique centrale	_____
Amérique du Sud	_____
Amérique du Nord	_____
Asie orientale	_____
Asie centrale et du Sud	_____
Asie du Sud-Est	_____
Asie occidentale	_____
Europe orientale	_____
Europe septentrionale	_____
Europe méridionale	_____
Europe occidentale	_____
Australie et Nouvelle Zélande	_____
Mélanésie	_____
Micronésie	_____
Polynésie	_____
Autre (indiquez laquelle) :	_____

50. Veuillez indiquer votre sexe :

- \_\_\_ Femme  
\_\_\_ Homme

51. Depuis quand votre organisation est-elle en activité?

- \_\_\_ Moins de 4 ans  
\_\_\_ 4 à 6 ans  
\_\_\_ 7 à 10 ans  
\_\_\_ 10 à 15 ans  
\_\_\_ 16 à 20 ans  
\_\_\_ Plus de 20 ans  
\_\_\_ Je ne sais pas

52. Quels sont les effectifs approximatifs de votre organisation?

- \_\_\_ Moins de 25 personnes  
\_\_\_ Entre 26 et 100 personnes  
\_\_\_ Entre 101 et 500 personnes  
\_\_\_ Plus de 500 personnes  
\_\_\_ Je ne sais pas

53. Quel est le budget annuel approximatif de votre organisation?

- ☐ Moins de 100 000 \$
- ☐ Entre 100 000 et 500 000 \$
- ☐ Entre 500 000 et 1 million \$
- ☐ Entre 1 million et 5 millions \$
- ☐ Plus de 5 millions \$
- ☐ Je ne sais pas

54. Pour finir, avez-vous des commentaires au sujet de Bellanet ou de l'interaction de votre organisation avec Bellanet?

## APPENDIX G

### SURVEY FREQUENCIES

1. Please indicate how long your organization has been engaged with Bellanet.								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Less than one year	9	5		14	13.4%	14.3%		13.5%
1-2 years	27	12		39	40.3%	34.3%		37.5%
3-5 years	19	9	1	29	28.4%	25.7%	50.0%	27.9%
More than 5 years	11	8		19	16.4%	22.9%		18.3%
(Not Answered)	1	1	1	3	1.5%	2.9%	50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

2. How did you first learn about Bellanet?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
In a conversation	2			2	3.0%			1.9%
Publications/documents of Bellanet	17	4		21	25.4%	11.4%		20.2%
Conference or workshop	14	1	1	16	20.9%	2.9%	50.0%	15.4%
Bellanet contacted my organization		5		5	0.0%	14.3%		4.8%
Other, please specify	15	13		28	22.4%	37.1%		26.9%
Through word of mouth	10	9		19	14.9%	25.7%		18.3%
Via the Internet	8	3		11	11.9%	8.6%		10.6%
(Not Answered)	1		1	2	1.5%		50.0%	1.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3A. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Knowledge management (KM4Dev Community, KM Workshops, KM Strategies)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	31	16		47	46.3%	45.7%	0.0%	45.2%
<b>YES</b>	33	19	1	53	49.3%	54.3%	50.0%	51.0%
(Not Answered)	3		1	4	4.5%	0.0%	50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3B. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Facilitation</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	52	26	1	79	77.6%	74.3%	50.0%	76.0%
<b>YES</b>	12	9		21	17.9%	25.7%		20.2%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3C. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Dgroups</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	49	22	1	72	73.1%	62.9%	50.0%	69.2%
<b>YES</b>	15	13		28	22.4%	37.1%		26.9%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3D. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Open community spaces, (e.g. Postnuke, workspaces, websites)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	45	26	1	72	67.2%	74.3%	50.0%	69.2%
<b>YES</b>	19	9		28	28.4%	25.7%		26.9%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3E. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Open source software</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	52	33	1	86	77.6%	94.3%	50.0%	82.7%
<b>YES</b>	12	2		14	17.9%	5.7%		13.5%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3F. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Open content (e.g. free release of content, copyleft)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	51	32	1	84	76.1%	91.4%	50.0%	80.8%
<b>YES</b>	13	3		16	19.4%	8.6%		15.4%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3G. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Open standards (e.g. IDML, XML)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	52	33	1	86	77.6%	94.3%	50.0%	82.7%
<b>YES</b>	12	2		14	17.9%	5.7%		13.5%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3H. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Learning and Evaluation Action Programme (LEAP)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	58	26	1	85	86.6%	74.3%	50.0%	81.7%
<b>YES</b>	6	9		15	9.0%	25.7%		14.4%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3I. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Web-to-email</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	50	28	1	79	74.6%	80.0%	50.0%	76.0%
<b>YES</b>	14	7		21	20.9%	20.0%		20.2%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3J. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>ItrainOnline</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	51	27	1	79	76.1%	77.1%	50.0%	76.0%
<b>YES</b>	13	8		21	19.4%	22.9%		20.2%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3K. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>ITrain (Training Materials)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	51	31	1	83	76.1%	88.6%	50.0%	79.8%
<b>YES</b>	13	4		17	19.4%	11.4%		16.3%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3L. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Strategic and/or technical advice, please specify</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	53	32		85	79.1%	91.4%	0.0%	81.7%
<b>YES</b>	12	3	1	16	17.9%	8.6%		15.4%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

3M. Bellanet carries out its mandate through a number of different activity areas. Please indicate in which of the following Bellanet activity areas you have been involved - <i>Other, please specify</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	56	31	1	88	83.6%	88.6%	50.0%	84.6%
<b>YES</b>	8	4		12	11.9%	11.4%		11.5%
(Not Answered)	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4A. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <i>Hosting of a mailing list, Dgroup, Workspace, Website, Postnuke Site</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	41	14	1	56	61.2%	40.0%	50.0%	53.8%
<b>YES</b>	19	21		40	28.4%	60.0%		38.5%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4B. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <i>Facilitation of an online dialogue</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	45	19	1	65	67.2%	54.3%	50.0%	62.5%
<b>YES</b>	15	16		31	22.4%	45.7%		29.8%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%

<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
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4C. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Development of a knowledge management strategy</u>			(Not Stated)	Total			(Not Stated)	Total
	Male	Female			Male	Female		
(Not Selected)	42	28	1	71	62.7%	80.0%	50.0%	68.3%
<b>YES</b>	18	7		25	26.9%	20.0%		24.0%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4D. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Delivery of a workshop/training</u>			(Not Stated)	Total			(Not Stated)	Total
	Male	Female			Male	Female		
(Not Selected)	49	28		77	73.1%	80.0%	0.0%	74.0%
<b>YES</b>	11	7	1	19	16.4%	20.0%		18.3%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4E. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Development of training programs/materials</u>			(Not Stated)	Total			(Not Stated)	Total
	Male	Female			Male	Female		
(Not Selected)	47	30	1	78	70.1%	85.7%	50.0%	75.0%
<b>YES</b>	13	5		18	19.4%	14.3%		17.3%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4F. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Strategic and technical support, please specify</u>			(Not Stated)	Total			(Not Stated)	Total
	Male	Female			Male	Female		
(Not Selected)	53	31	1	85	79.1%	88.6%	50.0%	81.7%
<b>YES</b>	9	4		13	13.4%	11.4%		12.5%
(Not Answered)	5		1	6	7.5%		50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



4G. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Research</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	44	25	1	70	65.7%	71.4%	50.0%	67.3%
<b>YES</b>	16	10		26	23.9%	28.6%		25.0%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4H. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Documentation/publications</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	42	26	1	69	62.7%	74.3%	50.0%	66.3%
<b>YES</b>	18	9		27	26.9%	25.7%		26.0%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4I. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Formation of new partnerships working towards a shared goal</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	41	25		66	61.2%	71.4%		63.5%
<b>YES</b>	19	10	1	30	28.4%	28.6%	50.0%	28.8%
(Not Answered)	7		1	8	10.4%		50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

4J. What have been the outputs from your engagement with Bellanet? (Outputs refer to the product, services, or activities that resulted from the engagement.) - <u>Other, please specify:</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	51	33	1	85	76.1%	94.3%	50.0%	81.7%
<b>YES</b>	10	2		12	14.9%	5.7%		11.5%
(Not Answered)	6		1	7	9.0%		50.0%	6.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

5A. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Sharing information</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Agree Nor Disagree	4	4		8	6.0%	11.4%		7.7%
Agree	35	19	1	55	52.2%	54.3%	50.0%	52.9%
Strongly Agree	19	11		30	28.4%	31.4%		28.8%
Not Applicable	6	1		7	9.0%	2.9%		6.7%
Don't Know	3		1	4	4.5%		50.0%	3.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q5A - Mean Score (on scale of 1-5)</b>	<b>4.26</b>	<b>4.21</b>		<b>4.24</b>				

5B. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Sharing knowledge</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Agree Nor Disagree	6	3		9	9.0%	8.6%		8.7%
Agree	36	19		55	53.7%	54.3%		52.9%
Strongly Agree	17	11	1	29	25.4%	31.4%	50.0%	27.9%
Not Applicable	4	1		5	6.0%	2.9%		4.8%
Don't Know	4	1	1	6	6.0%	2.9%	50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q5B - Mean Score (on scale of 1-5)</b>	<b>4.19</b>	<b>4.24</b>		<b>4.22</b>				

5C. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Collaboration with colleagues</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree		1		1		2.9%		1.0%
Neither Agree Nor Disagree	8	4	1	13	11.9%	11.4%	50.0%	12.5%
Agree	30	18		48	44.8%	51.4%		46.2%
Strongly Agree	18	9		27	26.9%	25.7%		26.0%
Not Applicable	7	2		9	10.4%	5.7%		8.7%
Don't Know	4	1	1	6	6.0%	2.9%	50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q5C - Mean Score (on scale of 1-5)</b>	<b>4.18</b>	<b>4.09</b>		<b>4.13</b>				

5D. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Collaboration with other partners</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1	1		2	1.5%	2.9%		1.9%
Neither Agree Nor Disagree	11	4		15	16.4%	11.4%		14.4%
Agree	24	15	1	40	35.8%	42.9%	50.0%	38.5%
Strongly Agree	15	13		28	22.4%	37.1%		26.9%
Not Applicable	10	2		12	14.9%	5.7%		11.5%
Don't Know	6		1	7	9.0%		50.0%	6.7%
Total	67	35	2	104	100.0%	100.0%	100.0%	100.0%
Q5D - Mean Score (on scale of 1-5)	4.04	4.21		4.11				

5E. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Collaboration with clients/stakeholders</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1			1	1.5%			1.0%
Disagree	2			2	3.0%			1.9%
Neither Agree Nor Disagree	13	7		20	19.4%	20.0%		19.2%
Agree	20	12	1	33	29.9%	34.3%	50.0%	31.7%
Strongly Agree	11	11		22	16.4%	31.4%		21.2%
Not Applicable	13	3		16	19.4%	8.6%		15.4%
Don't Know	7	2	1	10	10.4%	5.7%	50.0%	9.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q5E - Mean Score (on scale of 1-5)</b>	<b>3.81</b>	<b>4.13</b>		<b>3.94</b>				

5F. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Use of ICTs</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1			1	1.5%			1.0%
Disagree		1		1		2.9%		1.0%
Neither Agree Nor Disagree	11	6		17	16.4%	17.1%		16.3%
Agree	21	17	1	39	31.3%	48.6%	50.0%	37.5%
Strongly Agree	22	6		28	32.8%	17.1%		26.9%
Not Applicable	7	2		9	10.4%	5.7%		8.7%
Don't Know	5	3	1	9	7.5%	8.6%	50.0%	8.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

<b>Q5F - Mean Score (on scale of 1-5)</b>	<b>4.15</b>	<b>3.93</b>		<b>4.07</b>				
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5G. Please indicate the extent to which you agree that your involvement with Bellanet has improved how your organization undertakes any of the following: <i>Other (please specify below)</i> :								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1			1	1.5%			1.0%
Neither Agree Nor Disagree	1	2		3	1.5%	5.7%		2.9%
Agree	4	1		5	6.0%	2.9%		4.8%
Strongly Agree	49	26		75	73.1%	74.3%		72.1%
Not Applicable	7	4	1	12	10.4%	11.4%	50.0%	11.5%
Don't Know	5	2	1	8	7.5%	5.7%	50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q5G - Mean Score (on scale of 1-5)</b>	<b>4.84</b>	<b>4.83</b>		<b>4.83</b>				

6. To what extent do you agree that you have applied the practices and/or knowledge resulting from your interactions with Bellanet?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	2			2	3.0%			1.9%
Neither Agree Nor Disagree	7	3		10	10.4%	8.6%		9.6%
Agree	34	21	1	56	50.7%	60.0%	50.0%	53.8%
Strongly Agree	11	8		19	16.4%	22.9%		18.3%
Not Applicable	8	3		11	11.9%	8.6%		10.6%
Don't Know	5		1	6	7.5%		50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q6 - Mean Score (on scale of 1-5)</b>	<b>4.00</b>	<b>4.16</b>		<b>4.06</b>				

Q7A. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Catalyzes new partnerships</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	40	23	1	64	59.7%	65.7%	50.0%	61.5%
<b>YES</b>	25	12		37	37.3%	34.3%	0.0%	35.6%
(Not Answered)	2		1	3	3.0%	0.0%	50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7B. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Facilitates partnerships and collaborations</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total

(Not Selected)	28	16	1	45	41.8%	45.7%	50.0%	43.3%
<b>YES</b>	37	19		56	55.2%	54.3%	0.0%	53.8%
(Not Answered)	2		1	3	3.0%	0.0%	50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7C. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Works with organizations to increase knowledge sharing</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	22	15	1	38	32.8%	42.9%	50.0%	36.5%
<b>YES</b>	43	20		63	64.2%	57.1%		60.6%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7D. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Helps organizations become Knowledge Management champions</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	41	29	1	71	61.2%	82.9%	50.0%	68.3%
<b>YES</b>	24	6		30	35.8%	17.1%		28.8%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7E. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Helps to bridge the culture of the Internet and development</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	31	21	1	53	46.3%	60.0%	50.0%	51.0%
<b>YES</b>	34	14		48	50.7%	40.0%		46.2%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7F. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <i>Helps to build ICT capacity</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	37	20	1	58	55.2%	57.1%	50.0%	55.8%
<b>YES</b>	28	15		43	41.8%	42.9%		41.3%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7G. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <u>Helps donors become ICT champions</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	61	30	1	92	91.0%	85.7%	50.0%	88.5%
<b>YES</b>	4	5		9	6.0%	14.3%		8.7%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7H. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <u>Educates the international development community in public policy challenges such as access and literacy</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	45	24	1	70	67.2%	68.6%	50.0%	67.3%
<b>YES</b>	20	11		31	29.9%	31.4%		29.8%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7I. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <u>Do not know</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	63	35	1	99	94.0%	100.0%	50.0%	95.2%
<b>YES</b>	2			2	3.0%	0.0%		1.9%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q7I. Given your interaction with Bellanet, how would you best describe its current role in promoting collaboration in the development community, especially through the use of ICTs: <u>Other, please specify:</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
(Not Selected)	49	30		79	73.1%	85.7%	0.0%	76.0%
<b>YES</b>	16	5	1	22	23.9%	14.3%		21.2%
(Not Answered)	2		1	3	3.0%		50.0%	2.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q8A. How important do you consider each	
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of the following areas of Bellanet's work to promoting increased collaboration in the development community? <u>Knowledge Management (KM4Dev Community, KM Workshops, KM Strategies)</u>	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant	1			1	1.5%			1.0%
Neither Unimportant Nor Important	2	2		4	3.0%	5.7%		3.8%
Important	20	13		33	29.9%	37.1%		31.7%
Very Important	37	15	1	53	55.2%	42.9%	50.0%	51.0%
Don't Know	7	5	1	13	10.4%	14.3%	50.0%	12.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8A - Mean Score (on scale of 1-5)</b>	<b>4.55</b>	<b>4.43</b>		<b>4.52</b>				

Q8B. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <u>Facilitation</u>	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant	2			2	3.0%			1.9%
Neither Unimportant Nor Important	1	2		3	1.5%	5.7%		2.9%
Important	28	18		46	41.8%	51.4%		44.2%
Very Important	27	10	1	38	40.3%	28.6%	50.0%	36.5%
Don't Know	9	5	1	15	13.4%	14.3%	50.0%	14.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8B - Mean Score (on scale of 1-5)</b>	<b>4.38</b>	<b>4.27</b>		<b>4.35</b>				

Q8C. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <u>Dgroups</u>	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant		1		1		2.9%		1.0%
Neither Unimportant Nor Important	8	2		10	11.9%	5.7%		9.6%
Important	21	12		33	31.3%	34.3%		31.7%
Very Important	20	13		33	29.9%	37.1%		31.7%
Don't Know	18	7	2	27	26.9%	20.0%	100.0%	26.0%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8C - Mean Score (on scale of 1-5)</b>	<b>4.24</b>	<b>4.32</b>		<b>4.27</b>				

Q8D. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <u>Open Community Spaces eg. Postnukes, workspaces</u>	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total

Unimportant	4	1		5	6.0%	2.9%		4.8%
Neither Unimportant Nor Important	9	2		11	13.4%	5.7%		10.6%
Important	21	15		36	31.3%	42.9%		34.6%
Very Important	18	6		24	26.9%	17.1%		23.1%
Don't Know	15	11	2	28	22.4%	31.4%	100.0%	26.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8D - Mean Score (on scale of 1-5)</b>	<b>4.02</b>	<b>4.08</b>		<b>4.04</b>				

Q8E. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Open source software</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant	3	3		6	4.5%	8.6%		5.8%
Neither Unimportant Nor Important	7	1		8	10.4%	2.9%		7.7%
Important	22	6		28	32.8%	17.1%		26.9%
Very Important	23	12		35	34.3%	34.3%		33.7%
Don't Know	12	13	2	27	17.9%	37.1%	100.0%	26.0%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8E - Mean Score (on scale of 1-5)</b>	<b>4.18</b>	<b>4.23</b>		<b>4.19</b>				

Q8F. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Open content eg. free release of content, copyleft</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant		2		2		5.7%		1.9%
Neither Unimportant Nor Important	5	2		7	7.5%	5.7%		6.7%
Important	22	7		29	32.8%	20.0%		27.9%
Very Important	29	12		41	43.3%	34.3%		39.4%
Don't Know	11	12	2	25	16.4%	34.3%	100.0%	24.0%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8F - Mean Score (on scale of 1-5)</b>	<b>4.43</b>	<b>4.26</b>		<b>4.38</b>				

Q8G. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Open standards eg. IDML, XML</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant		2		2		5.7%		1.9%
Neither Unimportant Nor Important	4	1		5	6.0%	2.9%		4.8%
Important	23	7	1	31	34.3%	20.0%	50.0%	29.8%
Very Important	23	8		31	34.3%	22.9%		29.8%



Don't Know	17	17	1	35	25.4%	48.6%	50.0%	33.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8G - Mean Score (on scale of 1-5)</b>	<b>4.38</b>	<b>4.17</b>		<b>4.32</b>				

Q8H. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Learning and Evaluation Action Programme (LEAP)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant	1			1	1.5%			1.0%
Neither Unimportant Nor Important	8			8	11.9%			7.7%
Important	15	12		27	22.4%	34.3%		26.0%
Very Important	21	9		30	31.3%	25.7%		28.8%
Don't Know	22	14	2	38	32.8%	40.0%	100.0%	36.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8H - Mean Score (on scale of 1-5)</b>	<b>4.24</b>	<b>4.43</b>		<b>4.30</b>				

Q8I. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Web-to-Email</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unimportant	1			1	1.5%			1.0%
Unimportant	1			1	1.5%			1.0%
Neither Unimportant Nor Important	7	4		11	10.4%	11.4%		10.6%
Important	23	9	1	33	34.3%	25.7%	50.0%	31.7%
Very Important	20	10		30	29.9%	28.6%		28.8%
Don't Know	15	12	1	28	22.4%	34.3%	50.0%	26.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8I - Mean Score (on scale of 1-5)</b>	<b>4.15</b>	<b>4.26</b>		<b>4.18</b>				

Q8J. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>ItrainOnline</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant		1		1		2.9%		1.0%
Neither Unimportant Nor Important	2			2	3.0%			1.9%
Important	24	8		32	35.8%	22.9%		30.8%
Very Important	27	10		37	40.3%	28.6%		35.6%
Don't Know	14	16	2	32	20.9%	45.7%	100.0%	30.8%
Total	67	35	2	104	100.0%	100.0%	100.0%	100.0%
Q8J - Mean Score (on scale of 1-5)	4.47	4.42		4.46				

Q8K. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>ITrain (Training Materials)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unimportant	2	1		3	3.0%	2.9%		2.9%
Neither Unimportant Nor Important	5			5	7.5%			4.8%
Important	14	7		21	20.9%	20.0%		20.2%
Very Important	31	10		41	46.3%	28.6%		39.4%
Don't Know	15	17	2	34	22.4%	48.6%	100.0%	32.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8K - Mean Score (on scale of 1-5)</b>	<b>4.42</b>	<b>4.44</b>		<b>4.43</b>				

Q8L. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Strategic and/or Technical Support, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unimportant	1			1	1.5%			1.0%
Unimportant		1		1		2.9%		1.0%
Neither Unimportant Nor Important	6	3		9	9.0%	8.6%		8.7%
Important	10	4		14	14.9%	11.4%		13.5%
Very Important	25	11	1	37	37.3%	31.4%	50.0%	35.6%
Don't Know	25	16	1	42	37.3%	45.7%	50.0%	40.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8L - Mean Score (on scale of 1-5)</b>	<b>4.38</b>	<b>4.32</b>		<b>4.37</b>				

Q8M. How important do you consider each of the following areas of Bellanet's work to promoting increased collaboration in the development community? <i>Other, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Unimportant Nor Important	2			2	3.0%			1.9%
Important		2		2		5.7%		1.9%
Very Important	53	25		78	79.1%	71.4%		75.0%
Don't Know	12	8	2	22	17.9%	22.9%	100.0%	21.2%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q8M - Mean Score (on scale of 1-5)</b>	<b>4.93</b>	<b>4.93</b>		<b>4.93</b>				

9A. How satisfied are you with the performance of Bellanet in each of those activities? <i>Knowledge Management (KM4Dev Community, KM Workshops, KM Strategies)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unsatisfied	2	1		3	3.0%	2.9%		2.9%
Neither Unsatisfied Nor Satisfied	5	3		8	7.5%	8.6%		7.7%
Satisfied	25	10		35	37.3%	28.6%		33.7%
Very Satisfied	22	12	1	35	32.8%	34.3%	50.0%	33.7%
Don't Know	13	9	1	23	19.4%	25.7%	50.0%	22.1%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9A - Mean Score (on scale of 1-5)</b>	<b>4.24</b>	<b>4.27</b>		<b>4.26</b>				

9B. How satisfied are you with the performance of Bellanet in each of those activities? <i>Facilitation</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unsatisfied		1		1		2.9%		1.0%
Neither Unsatisfied Nor Satisfied	9	3		12	13.4%	8.6%		11.5%
Satisfied	24	11		35	35.8%	31.4%		33.7%
Very Satisfied	23	12	1	36	34.3%	34.3%	50.0%	34.6%
Don't Know	11	8	1	20	16.4%	22.9%	50.0%	19.2%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9B - Mean Score (on scale of 1-5)</b>	<b>4.25</b>	<b>4.26</b>		<b>4.26</b>				

9C. How satisfied are you with the performance of Bellanet in each of those activities? <i>Dgroups</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unsatisfied	1			1	1.5%			1.0%
Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	9	6		15	13.4%	17.1%		14.4%
Satisfied	17	6		23	25.4%	17.1%		22.1%
Very Satisfied	18	14		32	26.9%	40.0%		30.8%
Don't Know	21	9	2	32	31.3%	25.7%	100.0%	30.8%
Total	67	35	2	104	100.0%	100.0%	100.0%	100.0%
Q9C - Mean Score (on scale of 1-5)	4.09	4.31		4.17				

9D. How satisfied are you with the performance of Bellanet in each of those activities? <i>Open Community Spaces (e.g. Postnukes, workspaces)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	9	2		11	13.4%	5.7%		10.6%
Satisfied	7	5		12	10.4%	14.3%		11.5%
Very Satisfied	26	14		40	38.8%	40.0%		38.5%
Don't Know	24	14	2	40	35.8%	40.0%	100.0%	38.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9D - Mean Score (on scale of 1-5)</b>	<b>4.33</b>	<b>4.57</b>		<b>4.41</b>				

9E. How satisfied are you with the performance of Bellanet in each of those activities? <i>Open source software</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unsatisfied	1			1	1.5%			1.0%
Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	9	5		14	13.4%	14.3%		13.5%
Satisfied	14	6		20	20.9%	17.1%		19.2%
Very Satisfied	18	8		26	26.9%	22.9%		25.0%
Don't Know	24	16	2	42	35.8%	45.7%	100.0%	40.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9E - Mean Score (on scale of 1-5)</b>	<b>4.09</b>	<b>4.16</b>		<b>4.11</b>				

9F. How satisfied are you with the performance of Bellanet in each of those activities? <i>Open content eg. Free release of content, copyleft</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	8	4		12	11.9%	11.4%		11.5%
Satisfied	14	9		23	20.9%	25.7%		22.1%
Very Satisfied	21	10		31	31.3%	28.6%		29.8%
Don't Know	23	12	2	37	34.3%	34.3%	100.0%	35.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9F - Mean Score (on scale of 1-5)</b>	<b>4.25</b>	<b>4.26</b>		<b>4.25</b>				

9G. How satisfied are you with the performance of Bellanet in each of those activities? <i>Open standards eg. IDML, XML</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unsatisfied		1		1		2.9%		1.0%
Unsatisfied	2			2	3.0%			1.9%
Neither Unsatisfied Nor Satisfied	5	4		9	7.5%	11.4%		8.7%
Satisfied	18	5		23	26.9%	14.3%		22.1%
Very Satisfied	17	8		25	25.4%	22.9%		24.0%
Don't Know	25	17	2	44	37.3%	48.6%	100.0%	42.3%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9G - Mean Score (on scale of 1-5)</b>	<b>4.19</b>	<b>4.06</b>		<b>4.15</b>				

9H. How satisfied are you with the performance of Bellanet in each of those activities? <i>Learning and Evaluation Action Programme (LEAP)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unsatisfied	3	2		5	4.5%	5.7%		4.8%
Neither Unsatisfied Nor Satisfied	8	2		10	11.9%	5.7%		9.6%
Satisfied	14	10		24	20.9%	28.6%		23.1%
Very Satisfied	14	8		22	20.9%	22.9%		21.2%
Don't Know	28	13	2	43	41.8%	37.1%	100.0%	41.3%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9H - Mean Score (on scale of 1-5)</b>	<b>4.00</b>	<b>4.09</b>		<b>4.03</b>				

9I. How satisfied are you with the performance of Bellanet in each of those activities? <i>Web-to-Email</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Unsatisfied Nor Satisfied	10	3		13	14.9%	8.6%		12.5%
Satisfied	17	8		25	25.4%	22.9%		24.0%
Very Satisfied	16	10		26	23.9%	28.6%		25.0%
Don't Know	24	14	2	40	35.8%	40.0%	100.0%	38.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9I - Mean Score (on scale of 1-5)</b>	<b>4.14</b>	<b>4.33</b>		<b>4.20</b>				

9J. How satisfied are you with the performance of Bellanet in each of those activities? <i>ItrainOnline</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	5	1		6	7.5%	2.9%		5.8%
Satisfied	13	9		22	19.4%	25.7%		21.2%
Very Satisfied	24	11		35	35.8%	31.4%		33.7%
Don't Know	24	14	2	40	35.8%	40.0%	100.0%	38.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9J - Mean Score (on scale of 1-5)</b>	<b>4.40</b>	<b>4.48</b>		<b>4.42</b>				

9K. How satisfied are you with the performance of Bellanet in each of those activities? <i>ITrain (Training Materials)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Unsatisfied Nor Satisfied	8	1		9	11.9%	2.9%		8.7%
Satisfied	12	4		16	17.9%	11.4%		15.4%
Very Satisfied	26	13		39	38.8%	37.1%		37.5%
Don't Know	21	17	2	40	31.3%	48.6%	100.0%	38.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9K - Mean Score (on scale of 1-5)</b>	<b>4.39</b>	<b>4.67</b>		<b>4.47</b>				

9L. How satisfied are you with the performance of Bellanet in each of those activities? <i>Strategic and/or Technical Support, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Unsatisfied	1			1	1.5%			1.0%
Unsatisfied	1			1	1.5%			1.0%
Neither Unsatisfied Nor Satisfied	4	4		8	6.0%	11.4%		7.7%
Satisfied	4	1		5	6.0%	2.9%		4.8%
Very Satisfied	30	13	1	44	44.8%	37.1%	50.0%	42.3%
Don't Know	27	17	1	45	40.3%	48.6%	50.0%	43.3%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9L - Mean Score (on scale of 1-5)</b>	<b>4.53</b>	<b>4.50</b>		<b>4.53</b>				

9M. How satisfied are you with the performance of Bellanet in each of those activities? <i>Other, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Very Satisfied	54	29		83	80.6%	82.9%		79.8%
Don't Know	13	6	2	21	19.4%	17.1%	100.0%	20.2%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q9M - Mean Score (on scale of 1-5)</b>	<b>5.00</b>	<b>5.00</b>		<b>5.00</b>				

10A_a. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <i>Presence of a culture of collaboration</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	2	1		3	3.0%	2.9%		2.9%
Neither Disagree Nor Agree	6	5	1	12	9.0%	14.3%	50.0%	11.5%
Agree	29	15		44	43.3%	42.9%		42.3%
Strongly Agree	15	9		24	22.4%	25.7%		23.1%
Not Applicable	10	5		15	14.9%	14.3%		14.4%
Don't Know	5		1	6	7.5%		50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_a. Mean Score (on scale of 1-5)</b>	<b>4.10</b>	<b>4.07</b>		<b>4.09</b>				

10A_b. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <i>More effective information and/or knowledge sharing</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1			1	1.5%			1.0%
Disagree	2	1		3	3.0%	2.9%		2.9%
Neither Disagree Nor Agree	5	2	1	8	7.5%	5.7%	50.0%	7.7%
Agree	33	21		54	49.3%	60.0%		51.9%
Strongly Agree	18	9		27	26.9%	25.7%		26.0%
Not Applicable	8	1		9	11.9%	2.9%		8.7%
Don't Know		1	1	2	0.0%	2.9%	50.0%	1.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_b. Mean Score (on scale of 1-5)</b>	<b>4.10</b>	<b>4.15</b>		<b>4.11</b>				



10A_c. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <u>Adoption of KM approaches and practices such as After Action Reviews (AARs) and peer assists</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1			1	1.5%			1.0%
Disagree	2	1		3	3.0%	2.9%		2.9%
Neither Disagree Nor Agree	12	3	1	16	17.9%	8.6%	50.0%	15.4%
Agree	14	7		21	20.9%	20.0%		20.2%
Strongly Agree	14	11		25	20.9%	31.4%		24.0%
Not Applicable	14	5		19	20.9%	14.3%		18.3%
Don't Know	10	8	1	19	14.9%	22.9%	50.0%	18.3%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_c. Mean Score (on scale of 1-5)</b>	<b>3.88</b>	<b>4.27</b>		<b>4.00</b>				

10A_d. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <u>More sophisticated understanding of the role of ICTs in development</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1	1		2	1.5%	2.9%		1.9%
Disagree	1			1	1.5%			1.0%
Neither Disagree Nor Agree	8	4		12	11.9%	11.4%		11.5%
Agree	21	17	1	39	31.3%	48.6%	50.0%	37.5%
Strongly Agree	23	8		31	34.3%	22.9%		29.8%
Not Applicable	7	2		9	10.4%	5.7%		8.7%
Don't Know	6	3	1	10	9.0%	8.6%	50.0%	9.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_d. Mean Score (on scale of 1-5)</b>	<b>4.19</b>	<b>4.03</b>		<b>4.13</b>				

10A_e. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <u>Increased capacity to use ICTs to improve its work</u>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Strongly Disagree	1	1		2	1.5%	2.9%		1.9%
Disagree	1	1		2	1.5%	2.9%		1.9%
Neither Disagree Nor Agree	10	3		13	14.9%	8.6%		12.5%
Agree	19	10	1	30	28.4%	28.6%	50.0%	28.8%
Strongly Agree	19	12		31	28.4%	34.3%		29.8%

Not Applicable	11	3		14	16.4%	8.6%		13.5%
Don't Know	6	5	1	12	9.0%	14.3%	50.0%	11.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_e. Mean Score (on scale of 1-5)</b>	<b>4.08</b>	<b>4.15</b>		<b>4.10</b>				

10A_f. To what extent would you agree that any of the following outcomes have resulted from your interactions with Bellanet? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs). <i>Other, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Disagree Nor Agree	1			1	1.5%			1.0%
Agree	1	2		3	1.5%	5.7%		2.9%
Strongly Agree	52	28	1	81	77.6%	80.0%	50.0%	77.9%
Not Applicable	6			6	9.0%			5.8%
Don't Know	7	5	1	13	10.4%	14.3%	50.0%	12.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10A_f. Mean Score (on scale of 1-5)</b>	<b>4.94</b>	<b>4.93</b>		<b>4.94</b>				

10B_a. Between your organization or group that you represent and your partners/ clients/stakeholders: <i>More effective collaboration (or an increase in collaboration)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	3	1		4	4.5%	2.9%		3.8%
Neither Disagree Nor Agree	14	5		19	20.9%	14.3%		18.3%
Agree	19	11		30	28.4%	31.4%		28.8%
Strongly Agree	19	12		31	28.4%	34.3%		29.8%
Not Applicable	8	4		12	11.9%	11.4%		11.5%
Don't Know	4	2	2	8	6.0%	5.7%	100.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10B_a. Mean Score (on scale of 1-5)</b>	<b>3.98</b>	<b>4.17</b>		<b>4.05</b>				

10B_b. Between your organization or group that you represent and your partners/ clients/ stakeholders: <i>More effective communications (or an increase in communications)</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	2	1		3	3.0%	2.9%		2.9%
Neither Disagree Nor Agree	11	2		13	16.4%	5.7%		12.5%
Agree	30	16		46	44.8%	45.7%		44.2%
Strongly Agree	13	11		24	19.4%	31.4%		23.1%
Not Applicable	8	3		11	11.9%	8.6%		10.6%
Don't Know	3	2	2	7	4.5%	5.7%	100.0%	6.7%

<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10B_b. Mean Score (on scale of 1-5)</b>	<b>3.96</b>	<b>4.23</b>		<b>4.06</b>				

10B_c. Between your organization or group that you represent and your partners/ clients/ stakeholders: <i>Increased use of ICTs to support communication and collaboration</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Disagree Nor Agree	14	6		20	20.9%	17.1%		19.2%
Agree	23	9		32	34.3%	25.7%		30.8%
Strongly Agree	16	11		27	23.9%	31.4%		26.0%
Not Applicable	10	4		14	14.9%	11.4%		13.5%
Don't Know	4	5	2	11	6.0%	14.3%	100.0%	10.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10B_c. Mean Score (on scale of 1-5)</b>	<b>4.04</b>	<b>4.19</b>		<b>4.09</b>				

10B_d. Between your organization or group that you represent and your partners/ clients/ stakeholders: <i>Other, please specify below:</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Disagree Nor Agree	3			3	4.5%			2.9%
Agree	1		1	2	1.5%		50.0%	1.9%
Strongly Agree	48	27		75	71.6%	77.1%		72.1%
Not Applicable	10	2		12	14.9%	5.7%		11.5%
Don't Know	5	6	1	12	7.5%	17.1%	50.0%	11.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q10B_d. Mean Score (on scale of 1-5)</b>	<b>4.87</b>	<b>5.00</b>		<b>4.90</b>				

13. Bellanet's mission is to promote and facilitate effective collaboration within the international development community, especially through the use of ICT's. How satisfied are you overall with the performance of Bellanet in working towards this mission?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Dissatisfied	3	1		4	4.5%	2.9%		3.8%
Neither Satisfied Nor Dissatisfied	8	3		11	11.9%	8.6%		10.6%
Satisfied	35	15		50	52.2%	42.9%		48.1%
Very Satisfied	16	14	1	31	23.9%	40.0%	50.0%	29.8%
Not Applicable	5	2		7	7.5%	5.7%		6.7%
Don't Know			1	1			50.0%	1.0%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q13. Mean Score (on scale of 1-5)</b>	<b>4.03</b>	<b>4.27</b>		<b>4.13</b>				

14. To what extent do you agree that Bellanet provides services or support that are not available elsewhere?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	7			7	10.4%			6.7%
Neither Disagree Nor Agree	10	6		16	14.9%	17.1%		15.4%
Agree	23	19		42	34.3%	54.3%		40.4%
Strongly Agree	17	8	1	26	25.4%	22.9%	50.0%	25.0%
Don't Know	10	2	1	13	14.9%	5.7%	50.0%	12.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q14. Mean Score (on scale of 1-5)</b>	<b>3.88</b>	<b>4.06</b>		<b>3.96</b>				

Q15A. To what extent would you agree that any of the following outcomes have resulted from Bellanet's work in the development community? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs.) <i>Presence of a culture of collaboration within the development community</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1	1		2	1.5%	2.9%		1.9%
Neither Disagree Nor Agree	10	6		16	14.9%	17.1%		15.4%
Agree	27	18	1	46	40.3%	51.4%	50.0%	44.2%
Strongly Agree	15	8		23	22.4%	22.9%		22.1%
Don't Know	14	2	1	17	20.9%	5.7%	50.0%	16.3%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q15A. Mean Score (on scale of 1-5)</b>	<b>4.06</b>	<b>4.00</b>		<b>4.03</b>				

Q15B. To what extent would you agree that any of the following outcomes have resulted from Bellanet's work in the development community? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs.) <i>More effective information and/or knowledge sharing within the development community</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1	1		2	1.5%	2.9%		1.9%
Neither Disagree Nor Agree	7	2		9	10.4%	5.7%		8.7%
Agree	26	16	1	43	38.8%	45.7%	50.0%	41.3%
Strongly Agree	20	14		34	29.9%	40.0%		32.7%
Don't Know	13	2	1	16	19.4%	5.7%	50.0%	15.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

<b>Q15B. Mean Score (on scale of 1-5)</b>	<b>4.20</b>	<b>4.30</b>		<b>4.24</b>				
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Q15C. To what extent would you agree that any of the following outcomes have resulted from Bellanet's work in the development community? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs.) <i>More sophisticated understanding of the role of ICTs in development</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1			1	1.5%			1.0%
Neither Disagree Nor Agree	7	4		11	10.4%	11.4%		10.6%
Agree	28	15	1	44	41.8%	42.9%	50.0%	42.3%
Strongly Agree	15	8		23	22.4%	22.9%		22.1%
Not Applicable		1		1		2.9%		1.0%
Don't Know	16	7	1	24	23.9%	20.0%	50.0%	23.1%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q15C. Mean Score (on scale of 1-5)</b>	<b>4.12</b>	<b>4.15</b>		<b>4.13</b>				

Q15D. To what extent would you agree that any of the following outcomes have resulted from Bellanet's work in the development community? (Outcomes are referred to here as the likely or achieved short-term and medium-term effects of an intervention's outputs.) <i>Other, please specify below</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Neither Disagree Nor Agree	2			2	3.0%			1.9%
Agree	2	1		3	3.0%	2.9%		2.9%
Strongly Agree	50	31		81	74.6%	88.6%		77.9%
Not Applicable	2		1	3	3.0%		50.0%	2.9%
Don't Know	11	3	1	15	16.4%	8.6%	50.0%	14.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q15D. Mean Score (on scale of 1-5)</b>	<b>4.89</b>	<b>4.97</b>		<b>4.92</b>				

16. To what extent do you agree that Bellanet is effective at disseminating information stemming from its initiatives and their results?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	3			3	4.5%			2.9%
Neither Disagree Nor Agree	7	3		10	10.4%	8.6%		9.6%
Agree	20	14		34	29.9%	40.0%		32.7%
Strongly Agree	29	12	1	42	43.3%	34.3%	50.0%	40.4%
Not Applicable		2		2		5.7%		1.9%
Don't Know	8	4	1	13	11.9%	11.4%	50.0%	12.5%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

<b>Q16. Mean Score (on scale of 1-5)</b>	<b>4.27</b>	<b>4.31</b>		<b>4.29</b>				
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Q17A. Bellanet delivers services across four different service lines. To what extent do you agree that these service lines continue to be relevant? <i>Access and Training</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1			1	1.5%			1.0%
Neither Disagree Nor Agree	7	1		8	10.4%	2.9%		7.7%
Agree	27	11		38	40.3%	31.4%		36.5%
Strongly Agree	26	19	1	46	38.8%	54.3%	50.0%	44.2%
Don't Know	6	4	1	11	9.0%	11.4%	50.0%	10.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q17A. Mean Score (on scale of 1-5)</b>	<b>4.28</b>	<b>4.58</b>		<b>4.39</b>				

Q17B. Bellanet delivers services across four different service lines. To what extent do you agree that these service lines continue to be relevant? <i>Dialogues</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1			1	1.5%			1.0%
Neither Disagree Nor Agree	5			5	7.5%			4.8%
Agree	23	11		34	34.3%	31.4%		32.7%
Strongly Agree	34	23	1	58	50.7%	65.7%	50.0%	55.8%
Not Applicable		1		1		2.9%		1.0%
Don't Know	4		1	5	6.0%		50.0%	4.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q17B. Mean Score (on scale of 1-5)</b>	<b>4.43</b>	<b>4.68</b>		<b>4.52</b>				

Q17C. Bellanet delivers services across four different service lines. To what extent do you agree that these service lines continue to be relevant? <i>Open Development</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree	1			1	1.5%			1.0%
Neither Disagree Nor Agree	9	3		12	13.4%	8.6%		11.5%
Agree	23	10		33	34.3%	28.6%		31.7%
Strongly Agree	25	16	1	42	37.3%	45.7%	50.0%	40.4%
Don't Know	9	6	1	16	13.4%	17.1%	50.0%	15.4%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q17C. Mean Score (on scale of 1-5)</b>	<b>4.24</b>	<b>4.45</b>		<b>4.32</b>				

Q17D. Bellanet delivers services across four different service lines. To what extent do you agree that these service lines continue to be relevant? <i>Learning and Knowledge Management</i>								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Disagree		1		1		2.9%		1.0%
Neither Disagree Nor Agree	3	1		4	4.5%	2.9%		3.8%
Agree	21	12		33	31.3%	34.3%		31.7%
Strongly Agree	38	18	1	57	56.7%	51.4%	50.0%	54.8%
Not Applicable		1		1		2.9%		1.0%
Don't Know	5	2	1	8	7.5%	5.7%	50.0%	7.7%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Q17D. Mean Score (on scale of 1-5)</b>	<b>4.56</b>	<b>4.47</b>		<b>4.54</b>				

Q19. Would you define your primary engagement with Bellanet as a:								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Partner in an initiative/project	17	12		29	25.4%	34.3%		27.9%
User of Bellanet services	32	15		47	47.8%	42.9%		45.2%
Other, please explain:	11	5	1	17	16.4%	14.3%	50.0%	16.3%
Partner in an initiative/project AND User of Bellanet services	2	3		5	3.0%	8.6%		4.8%
(Not Answered)	5		1	6	7.5%	0.0%	50.0%	5.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q20. Please indicate if you are an employee of any of the following Bellanet donor organizations								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Donor Organization - YES	6	11	1	18	9.0%	31.4%	50.0%	17.3%
Donor Organization - NO	61	24		85	91.0%	68.6%		81.7%
(Not Answered)			1	1			50.0%	1.0%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q22. In which region are you located?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
North America	15	10		25	22.4%	28.6%		24.0%
Central America, South America & Caribbean	5	3		8	7.5%	8.6%		7.7%
Africa	21	4		25	31.3%	11.4%		24.0%
Europe	17	11		28	25.4%	31.4%		26.9%
Asia	5	6		11	7.5%	17.1%		10.6%
Other, please specify:	4	1		5	6.0%	2.9%		4.8%
(Not Answered)			2	2			100.0%	1.9%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q24. How long has your organization been operating? In which region are you located?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Less than 4 Years	15	7		22	22.4%	20.0%		21.2%
4 to 10 Years	18	7		25	26.9%	20.0%		24.0%
10 to 20 Years	8	4		12	11.9%	11.4%		11.5%
More than 20 Years	25	15		40	37.3%	42.9%		38.5%
Don't Know	1	2	2	5	1.5%	5.7%	100.0%	4.8%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q25. Approximately how many people are employed by your organization?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
25 People or less	31	10		41	46.3%	28.6%		39.4%
26-500 People	20	10		30	29.9%	28.6%		28.8%
More than 500 People	12	10		22	17.9%	28.6%		21.2%
Don't Know	4	5	2	11	6.0%	14.3%	100.0%	10.6%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Q26. What is the approximate annual budget of your organization?								
	Male	Female	(Not Stated)	Total	Male	Female	(Not Stated)	Total
Less than \$100,000	20	3		23	29.9%	8.6%		22.1%
\$100,000 - \$1 Million	12	2		14	17.9%	5.7%		13.5%
\$1 Million - \$5 Million	6	8		14	9.0%	22.9%		13.5%
More than \$5 Million	17	12		29	25.4%	34.3%		27.9%
Don't Know	12	10	2	24	17.9%	28.6%	100.0%	23.1%
<b>Total</b>	<b>67</b>	<b>35</b>	<b>2</b>	<b>104</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>



## APPENDIX H GENDER COMPARISON

## BELLANET SURVEY – GENDER RESULTS COMPARISON

### Respondent Breakdown

64% Male      34% Female      2% Unidentified

This following analyses provides, as warranted, the highest and lowest results overall (based upon combined “Agree” and “Strongly Agree” or “Important” and “Very Important” ratings), any areas of significant gaps in rating between Male and Female Respondents, and any other noteworthy findings derived from the data.

Effectiveness	Efficiency/Viability
<p><b>Bellanet Activities Involved In</b></p> <ul style="list-style-type: none"> <li>Males and Females rated <i>Knowledge Management</i> highest               <ul style="list-style-type: none"> <li>Males: 49.3%</li> <li>Females: 54.3%</li> </ul> </li> <li>Males rated <i>LEAP</i> lowest at 9%</li> <li>Females rated <i>Open Source Software</i> and <i>Open Standards</i> lowest at 5.7%</li> <li><i>LEAP</i> activities provided the largest gap (16.8%) between Males (9%) and Females (25.7%)</li> </ul> <p><b>Bellanet’s Current Role in Promoting Collaboration</b></p> <ul style="list-style-type: none"> <li>Males and Females rated <i>Working with organizations to Increase Knowledge Sharing</i> highest               <ul style="list-style-type: none"> <li>Males: 64.2%</li> <li>Females: 57.1%</li> </ul> </li> <li>Males and Females rated <i>Helping Donors Become ICT Champions</i> lowest               <ul style="list-style-type: none"> <li>Males: 6%</li> <li>Females: 14.3%</li> </ul> </li> <li><i>Helps organizations become Knowledge Management champions</i> provided the largest gap (18.7%) between Males (35.8%) and Females (17.1%)</li> </ul> <p><b>Satisfaction with Bellanet’s Performance across its Activities</b></p> <ul style="list-style-type: none"> <li><i>Facilitation</i> activities provided the highest overall level of satisfaction for Male and Female respondents               <ul style="list-style-type: none"> <li>Males: 70.3%</li> </ul> </li> </ul>	<p><b>Outputs from Bellanet Engagement</b></p> <ul style="list-style-type: none"> <li>Males rated <i>Formation of new partnerships working towards a shared goal</i> and <i>Hosting of a mailing list, Dgroup, Workspace, Website, Postnuke Site</i> as the most common outputs at 28.4%</li> <li>Females rated the <i>Hosting of a mailing list, Dgroup, Workspace, Website, Postnuke Site</i> as the most common output at 60%</li> <li>Males and Females rated <i>Strategic and Technical Advice/Support</i> as the least common output               <ul style="list-style-type: none"> <li>Males: 13.4%</li> <li>Females: 11.4%</li> </ul> </li> <li>Two notable gaps between Male and Female outputs include:               <ul style="list-style-type: none"> <li><i>Hosting of a mailing list, Dgroup, Workspace, Website, Postnuke Site</i>: Males 28.4%; Females 60% – Gap 31.6%</li> <li><i>Facilitation of an on-line dialogue</i>: Males 22.4%; Females 45.7% – Gap 23.3%</li> </ul> </li> </ul> <p><b>Application of Practices/Knowledge Resulting from Bellanet Interaction</b></p> <ul style="list-style-type: none"> <li>Males and Females both reflect moderately high ratings in this regard               <ul style="list-style-type: none"> <li>Males: 67.2%</li> <li>Females: 82.9%</li> <li>Gap: 15.7%</li> </ul> </li> </ul> <p><b>Satisfaction with Bellanet’s Performance in Achieving its Mission</b></p> <ul style="list-style-type: none"> <li>Both Male and Female respondents reflected high overall satisfaction with Bellanet’s performance in working towards its mission               <ul style="list-style-type: none"> <li>Males: 76.1%</li> </ul> </li> </ul>

Effectiveness	Efficiency/Viability
<ul style="list-style-type: none"> <li>○ Females: 65.7%</li> <li>• <i>Knowledge Management</i> activities also provided the highest overall level of satisfaction for Male respondents at 70.3%</li> <li>• <i>LEAP</i> was the lowest rated activity for Males in terms of satisfaction at 41.8%</li> <li>• <i>Open Standards</i> was the lowest rated activity for Females in terms of satisfaction at 37.1%</li> <li>• <i>Open Standards</i> activities reflected the largest gap in levels of satisfaction (15.1%) with Males at 52.2% and the Females at 37.1%</li> </ul>	<ul style="list-style-type: none"> <li>○ Females: 82.9%</li> </ul> <p><b>Extent Bellanet makes information available to all users</b></p> <ul style="list-style-type: none"> <li>• Both Male and Female respondents reflected high levels of overall agreement that Bellanet makes it's information available to all users               <ul style="list-style-type: none"> <li>○ Males: 73.1%</li> <li>○ Females: 74.3%</li> </ul> </li> </ul>

Relevance	Outcomes
<p><b>Involvement with Bellanet has Improved Organization</b></p> <ul style="list-style-type: none"> <li>• Males and Females indicated that their involvement with Bellanet impacted the <i>Sharing of Information</i> highest               <ul style="list-style-type: none"> <li>○ Males: 80.6%</li> <li>○ Females: 85.7%</li> </ul> </li> <li>• Females also rated <i>Sharing Knowledge</i> as a highest result at 85.7%</li> <li>• Males and Females rated <i>Collaboration with Clients/Stakeholders</i> lowest               <ul style="list-style-type: none"> <li>○ Males: 46.3%</li> <li>○ Females: 65.7%</li> </ul> </li> <li>• Females also rated <i>Use of ICTs</i> lowest at 65.7%</li> <li>• Two notable gaps between Male and Female in how their involvement with Bellanet improved the way their organisation:               <ul style="list-style-type: none"> <li>○ <i>Collaborates with other partners</i>: Males 58.2%; Females 80% – Gap 21.8%</li> <li>○ <i>Collaborates with clients/stakeholders</i>: Males 46.3%; Females 65.7% – Gap 19.4%</li> </ul> </li> </ul> <p><b>Importance of Areas of Work</b></p> <ul style="list-style-type: none"> <li>• Males and Females rated <i>Knowledge Management</i> as the most important area of Bellanet's work:               <ul style="list-style-type: none"> <li>○ Males: 85.1%</li> <li>○ Females: 80%</li> </ul> </li> <li>• Males and Females rated <i>Strategic/Technical Support</i> lowest at 52.2%               <ul style="list-style-type: none"> <li>○ Males: 52.2%</li> <li>○ Females: 42.9%</li> </ul> </li> <li>• Females also rated Open Standards lowest at 42.9%</li> <li>• There were a number of notable gaps between Male and Female perceptions on the importance of the areas of work:               <ul style="list-style-type: none"> <li>○ <i>Open Content</i>: Males 76.1%; Females 54.2% – Gap 21.8%</li> </ul> </li> </ul>	<p><b>Outcomes Resulting from Respondent's Interactions with Bellanet – within Organization</b></p> <ul style="list-style-type: none"> <li>• Males and Females highly agreed that <i>More Effective Information and Knowledge Sharing</i> resulted as an outcome of their interactions with Bellanet               <ul style="list-style-type: none"> <li>○ Males: 76.1%</li> <li>○ Females: 85.7%</li> </ul> </li> <li>• Fewer Males and Females agreed that the <i>Adoption of KM Approaches and Practices</i> resulted as an outcome of their interactions with Bellanet               <ul style="list-style-type: none"> <li>○ Males: 41.8%</li> <li>○ Females: 51.4%</li> </ul> </li> </ul> <p><b>Outcomes Resulting from Respondent's Interactions with Bellanet – between Organization and Partners / Clients / Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Males and Females highly agreed that <i>More Effective Communication</i> resulted as an outcome of their interactions with Bellanet               <ul style="list-style-type: none"> <li>○ Males: 64.2%</li> <li>○ Females: 77.1%</li> </ul> </li> <li>• Fewer Females agreed that an <i>Increased use of ICTs to support Communication and Collaboration</i> resulted as an outcome of their interactions with Bellanet at 57.1%</li> <li>• Fewer Males agreed that <i>More effective collaboration</i> resulted as an outcome of their interactions with Bellanet at 56.7%</li> </ul>

Relevance	Outcomes
<p>54.3% – Gap 21.8%</p> <ul style="list-style-type: none"> <li>○ <i>Open Standards</i>: Males 68.7%; Females 42.9% – Gap 25.8%</li> <li>○ <i>ITrainOnline</i>: Males 76.1%; Females 51.4% – Gap 24.7%</li> <li>○ <i>ITrain</i>: Males 67.2%; Females 48.6% – Gap 18.6%</li> </ul> <p><b>Uniqueness of Bellanet’s Services</b></p> <ul style="list-style-type: none"> <li>• Female respondents rated this more positively overall at 77.1% compared to their Male counterparts ( 59.7%), which is a gap of 17.4%</li> </ul> <p><b>Relevancy of Service Lines</b></p> <ul style="list-style-type: none"> <li>• Females almost unanimously rated <i>Dialogues</i> highest among Bellanet’s service lines at 97.1%</li> <li>• Males rated <i>Learning and Knowledge Management</i> highest overall at 88.1%</li> <li>• Males and Females rated <i>Open Development</i> lowest <ul style="list-style-type: none"> <li>○ Males: 71.6%</li> <li>○ Females: 74.3%</li> </ul> </li> <li>• Based upon the relatively high ratings (all above 70%), both Male and Female respondents see all four service lines as being highly relevant</li> </ul>	<p><b>Outcomes Resulting from Bellanet’s work in the Development Community</b></p> <ul style="list-style-type: none"> <li>• Male and Female respondents agreed overall that <i>More effective information and/or knowledge sharing</i> resulted from their interaction with Bellanet, however, there is a gap in their degree of agreement: <ul style="list-style-type: none"> <li>○ Males: 68.7%</li> <li>○ Females: 85.7.9%</li> <li>○ Gap: 17.1%</li> </ul> </li> <li>• Females ratings reflect higher levels of agreement than Males in all the identified outcomes</li> </ul>

## OTHER FINDINGS

- The majority of male respondents indicated having learned about Bellanet through a Bellanet document or publication and the majority of female respondents indicated having learned about Bellanet through word-of-mouth.
- The majority of Male and Female respondents do not belong to a Donor organization, however 22.5% more Females than Males indicated they belong to a donor organization.
- The majority of Male respondents indicated Africa as the region where they are located and the majority of Female respondents identified Europe as the region where they are located.
- The majority of both Male and Female respondents work for organizations that have been operating for over 20 years employing 25 or less people (although Female respondents indicated an equal percent originating in organizations with 26-500 and more than 500 as well)
- The majority of Female respondents work for organizations whose approximate annual budget is more than \$5 Million
- The majority of Male respondents work for organizations whose approximate annual budget is less than \$100,000

## APPENDIX I REGIONAL COMPARISON

## BELLANET SURVEY – REGIONAL RESULTS COMPARISON

### Respondent Breakdown

53% Northern 45% Southern 2% Unidentified

This following analyses provides, as warranted, the highest and lowest results overall (based upon combined “Agree” and “Strongly Agree” or “Important” and “Very Important” etc. ratings), any areas of significant gaps in rating between Northern and Southern Respondents, and any other noteworthy findings derived from the data.

Effectiveness	Efficiency/Viability
<p><b>Bellonet Activities that they are Involved In</b></p> <ul style="list-style-type: none"> <li>North and South rated <i>Knowledge Management</i> highest               <ul style="list-style-type: none"> <li>North: 52.7%</li> <li>South: 48.9%</li> </ul> </li> <li>North rated <i>Open Content</i> lowest at 10.9%</li> <li>South rated <i>Open Standards</i> lowest at 6.4%</li> <li><i>Facilitation</i> activities provided the largest gap (18.5%) between North (29.1%) and South (10.6%)</li> </ul> <p><b>Current Role in Promoting Collaboration</b></p> <ul style="list-style-type: none"> <li>North and South rated <i>Working with organisations to Increase Knowledge Sharing</i> highest               <ul style="list-style-type: none"> <li>North: 65.5%</li> <li>South: 57.4%</li> </ul> </li> <li>North and South rated <i>Helping Donors Become ICT Champions</i> lowest               <ul style="list-style-type: none"> <li>North: 7.3%</li> <li>South: 10.6%</li> </ul> </li> </ul> <p><b>Satisfaction with Bellonet’s Performance in Activities</b></p> <ul style="list-style-type: none"> <li><i>Facilitation</i> activities provided the highest overall level of satisfaction for Northern respondents at 70.9%</li> <li><i>Knowledge Management</i> activities provided the highest overall level of satisfaction for Southern respondents at 68.1%</li> <li><i>Web-to-Email</i> activities reflected the largest gap in levels of satisfaction (29.6%) with North indicating 36.4% satisfaction and the South at 66%</li> <li>Overall, Southern respondents were more satisfied with Bellonet’s performance in all respects</li> <li>For the most part, half of all the Northern respondents could not rate their satisfaction levels in these activities</li> </ul>	<p><b>Outputs from Bellonet Engagement</b></p> <ul style="list-style-type: none"> <li>North and South rated the <i>Hosting of a mailing list, Dgroup, Workspace, Website, Postnuke Site</i> as the most common outputs that resulted from their interactions with Bellonet – this result also reflects the largest gap between North and South ratings (17.5%)               <ul style="list-style-type: none"> <li>North: 47.3%</li> <li>South: 29.8%</li> </ul> </li> <li>North rated <i>Strategic and Technical Advice/Support</i> as the least common output at 14.5%</li> <li>South rated <i>Delivery of a Workshop/Training</i> as the least common output at 8.5%</li> </ul> <p><b>Application of Practices/Knowledge Resulting from Bellonet Interaction</b></p> <ul style="list-style-type: none"> <li>North and South both reflect moderately high ratings in this regard               <ul style="list-style-type: none"> <li>North: 78.2%</li> <li>South: 66.0%</li> </ul> </li> </ul> <p><b>Satisfaction with Bellonet’s Performance in Achieving its Mission</b></p> <ul style="list-style-type: none"> <li>Both Northern and Southern respondents reflected high overall satisfaction with Bellonet’s performance in working towards its mission               <ul style="list-style-type: none"> <li>North: 76.4%</li> <li>South: 80.9%</li> </ul> </li> </ul> <p><b>Extent Bellonet makes information available to all users</b></p> <ul style="list-style-type: none"> <li>Both Northern and Southern respondents reflected high levels of overall agreement that Bellonet makes its information available to all users               <ul style="list-style-type: none"> <li>North: 70.9%</li> <li>South: 76.6%</li> </ul> </li> </ul>

Relevance	Outcomes
<p><b>Involvement with Bellanet Improved how the Organisation Approaches:</b></p> <ul style="list-style-type: none"> <li>North and South rated <i>Sharing Knowledge</i> highest               <ul style="list-style-type: none"> <li>North: 83.6%</li> <li>South: 78.7%</li> </ul> </li> <li>South also rated <i>Use of ICTs</i> similarly high at 78.7%</li> <li>North and South rated <i>Collaboration with Clients/Stakeholders</i> lowest               <ul style="list-style-type: none"> <li>North: 52.7%</li> <li>South: 53.2%</li> </ul> </li> <li>North also rated <i>Use of ICTs</i> lowest at 52.7%</li> <li><i>Use of ICTs</i> reflects that largest gap (26%) in ratings of agreement: North at 52.7% and South at 78.7%</li> </ul> <p><b>Importance of Areas of Work</b></p> <ul style="list-style-type: none"> <li>North rated <i>Knowledge Management</i> as the highest result at 85.5%</li> <li>South rated <i>Open Content</i> the highest at 87.2%</li> <li>North rated <i>Strategic/Technical Support</i> lowest at 36.4%</li> <li>South rated all areas of work highly with the lowest overall rating being 63.8% for <i>LEAP, Open Community Spaces, and Strategic and Technical Advice/Support</i></li> <li><i>Open Content</i> reflects the largest gap (34.5%) in overall levels of importance with North indicating an average importance rating of 52.7% and South at 87.2%</li> <li>As a general rule, the South considered all areas of work to be of significantly higher level of importance than the North</li> <li>On a majority of the identified areas of work, almost 50% of Northern respondents did not know how to rate their levels of importance</li> </ul> <p><b>Uniqueness of Bellanet's Services</b></p> <ul style="list-style-type: none"> <li>Northern respondents rated this more positively overall at 70.9% and Southern respondents rated this at 59.6% in overall agreement</li> </ul> <p><b>Relevancy of Service Lines</b></p> <ul style="list-style-type: none"> <li>North and South rated <i>Dialogues</i> highest               <ul style="list-style-type: none"> <li>North: 92.7%</li> <li>South: 85.1%</li> </ul> </li> <li>North and South rated <i>Open Development</i> lowest               <ul style="list-style-type: none"> <li>North: 69.1%</li> <li>South: 76.6%</li> </ul> </li> <li>Based upon the relatively high ratings, both Northern and Southern respondents see all four</li> </ul>	<p><b>Outcomes Resulting from Respondent's Interactions with Bellanet – within Organization</b></p> <ul style="list-style-type: none"> <li>North and South highly agreed that <i>More Effective Information and Knowledge Sharing</i> resulted as an outcome of their interactions with Bellanet               <ul style="list-style-type: none"> <li>North: 80%</li> <li>South: 78.7%</li> </ul> </li> <li>Fewer North and South respondents agreed with <i>Adoption of KM Approaches and Practices</i> as a result of their interactions with Bellanet – Northern respondents also rated <i>Increased Capacity to use ICTs</i> at the same low level of agreement (43.6%)               <ul style="list-style-type: none"> <li>North: 43.6%</li> <li>South: 46.8%</li> </ul> </li> <li>The largest gap (33%) in level of agreement is in <i>Increased Capacity to Use ICTs</i> with the North at 43.6% and South at 76.6%</li> <li>In general, Southern respondents more strongly agreed that their interaction with Bellanet resulted in being able to achieve these outcomes within their organization</li> </ul> <p><b>Outcomes Resulting from Respondent's Interactions with Bellanet – between Organization and Partners/Clients/Stakeholders/</b></p> <ul style="list-style-type: none"> <li>North and South highly agreed that <i>More Effective Communication</i> resulted as an outcome of their interactions with Bellanet               <ul style="list-style-type: none"> <li>North: 67.3%</li> <li>South: 70.2%</li> </ul> </li> <li>Fewer North and South respondents agreed that <i>Increased use of ICTs to support Communication and Collaboration</i> resulted from their interactions with Bellanet               <ul style="list-style-type: none"> <li>North: 49.1%</li> <li>South: 68.1%</li> </ul> </li> <li>The largest gap (19%) in level of agreement is in <i>Increased use of ICTs to support Communication and Collaboration</i> (results above)</li> <li>In general, Southern respondents more strongly agreed that their interaction with Bellanet resulted in them being able to achieve these outcomes between their organization and Partners/Clients/ Stakeholders</li> </ul> <p><b>Outcomes Resulting from Bellanet's work in the Development Community</b></p> <ul style="list-style-type: none"> <li>Northern respondents agreed overall that <i>More effective information and/or knowledge sharing</i> resulted (80%)</li> <li>South respondents agreed overall that <i>More sophisticated understanding of the role of ICTs in development</i> resulted (72.3%)</li> </ul>

Relevance	Outcomes
service lines as being highly relevant.	

## OTHER FINDINGS

- Northern respondents have been involved with Bellanet longer than Southern respondents, with over 50% of Northern respondents indicate 3 or more years of involvement with Bellanet while more than 50% of Southern respondents indicated 2 or less years involvement.
- Only 2% of Southern Respondents indicated learning of Bellanet through word of mouth compared to 32% in the North.
- Slightly less than half of both Northern and Southern respondents do not belong to a Donor organization.
- The majority of both Northern and Southern respondents work for organizations that have been operating for over 20 years employing 25 or less people.
- The majority of Northern respondents work for organizations whose approximate annual budget is more than \$5 Million
- The majority of Southern respondents work for organizations whose approximate annual budget is less than \$100,000



## APPENDIX J

### LIST OF EVALUATION PARTICIPANTS

## EVALUATION ADVISORY COMMITTEE MEMBERS

NAME	ORGANISATION
1. Nalan Yuksel and Graham Todd	Canadian International Development Agency (CIDA)
2. Richard Fuchs	International Development Research Centre (IDRC)
3. Sarah Earl	International Development Research Centre (IDRC) Evaluation Unit
4. Lars Elle	Royal Danish Ministry of Foreign Affairs (Danida) Evaluation Department
5. Allison Hewlitt	Bellanet

## PRE-EVALUATION DONOR CONSULTATIONS

NAME	ORGANISATION
1. Tony Zeitoun and Nalan Yuksel	Canadian International Development Agency (CIDA)
2. Richard Fuchs	International Development Research Centre (IDRC)
3. Bengt Oberger	Swedish International Development Cooperation Agency (Sida)
4. Franz-Michael Mellbin	Royal Danish Ministry of Foreign Affairs (Danida)
5. Manuel Flury	Swiss Agency for Development and Cooperation (SDC)

## KEY INFORMANT INTERVIEWS

NAME	ORGANISATION
1. Ulla Hauer	The Danish Agency for Development Assistance (Danida)
2. Manuel Flury	Swiss Agency for Development and Cooperation (SDC)
3. Peter Ballantyne	International Institute for Communication and Development (IICD)
4. Karthik Venkatesh	OneWorld
5. Heather Creech	International Institute for Sustainable Development (Canada) (ISSD)
6. Polly Gaster	Centre for Informatics at the University Eduardo Mondlane (CIUEM)
7. Maria Saenz (included comments from colleagues)	Acceso
8. Subbiah Arunachalam	M.S. Swaminathan Research Foundation (MSSRF)
9. Peter DeCosta, Solomon Tesfaye, & Kibruyisfa Achamyelch	United Nations Economic Commission for Africa (UNECA)
10. Michael Devlin	Consultative Group on International Agricultural Research (CGIAR)
11. Thanh Hoa Desruelles	Association for the Development of Education in Africa (ADEA)
12. Jo Scheuer	United Nations Development Programme (UNDP)
13. Virginia Yee	World Bank
14. Renald Lafond	Electronic Networking for Rural Asia/Pacific Projects (ENRAP)
15. Robert Valantin	World Bank
16. Yacine Khelladi	Independent Consultant
17. Peter Cranston	OneWorld

## CASE STUDY KEY INFORMANT INTERVIEWEES

<b>Open Standards</b>	Mary Campbell	Formerly with International Network for Development Information Exchange (INDIX)
	Debbie Beer	Institute of Development Studies at the University of Sussex
	Hugo Besemer	Independent Consultant
	Beedeeanun Conhye	Association for the development of Education in Africa (ADEA)
	Michael Roberts	Bellanet
<b>ItrainOnline</b>	Mark Surman	The Commons Group
	Anna Feldman	Independent Consultant
	Saskia Harmsden	International Institute for Communication and Development (IICD)
	Katherine Morrow	International Institute for Communication and Development (IICD) /Bellanet
<b>Dgroups</b>	Dale Chadwick	ONE WORLD
	Luis Barnola	ENRAP
	David Bridger	UNAIDS
	Shady Kanfi	Bellanet
<b>LEAP</b>	Michel Menou	Independent
	Sarah Cummings	Royal Tropical Institute
	Bo Goransson	Independent
	Lisette Gast	International Institute for Communication and Development (IICD)
	David Balson, Allison Hewlitt, and Shady Kanfi	Bellanet
<b>KM4Dev</b>	Micheline Chartrand	Canadian International Development Agency (CIDA)
	Marc Steinlin	Helvetas
	Paul Whiffen	Knowledge Transformation International
	Lucie Lamoureux	Bellanet